

AETCPAM 36-2003

Personnel

A HEAD START ON OTS

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AIR EDUCATION AND TRAINING COMMAND



Personnel

A HEAD START ON OTS

This pamphlet implements AFRPD 36-20, *Accession of Air Force Military Personnel*. It contains information for men and women applying for Air Force Officer Training School (OTS). It covers the basic steps to becoming an Air Force officer--from applying for OTS through training and commissioning. See attachment 1 for a glossary of references, abbreviations, and acronyms used in this publication.

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CHAPTER 1

BACKGROUND AND ADMINISTRATION

Introduction:

- Congratulations on your selection to attend Officer Training School (OTS). Your desire to serve your country as an officer in the United States Air Force is admirable. To properly prepare yourself, however, you must first complete OTS, one of the most demanding of all military training courses. At this point, you probably have a thousand questions about OTS and what will be expected of you. The next few pages have been designed to provide some of the answers and to give you a headstart on OTS. We encourage you to read this document carefully; the information contained here will make your transition to OTS much easier.

Contents--General Information:

- *Chapter 1* of this pamphlet contains introductory material and provides general information about OTS. It contains useful information for all OTS students. *Chapter 2* is designed for those attending the 13 1/2-week basic officer training (BOT) program at Maxwell Air Force Base. *Chapter 3* is specifically for the officers attending the commissioned officer training (COT) program at the Maxwell AFB - Gunter Annex. Since COT students are already commissioned officers, the training philosophy and course requirements are different. *Chapter 4* contains several information sheets for those desiring to know more about the US Air Force. Though the information will benefit all prospective OTS students, it will be especially beneficial for those who have never served in the Armed Forces. Also included is a suggested reading list (see attachment 1). Throughout your Air Force career, you will be encouraged to read and learn as much as you can about the profession of arms. While you await your OTS start date, you may wish to get started!

Background:

- Officer Training School (OTS) is divided into two major officer preparation programs -- Basic Officer Training (BOT) and Commissioned Officer Training (COT).
- BOT is an intensive 13 1/2-week program that leads to a commission for the men and women who meet Air Force commissioning standards. The program is for college graduates who haven't completed a commissioning program and who are selected for training on the basis of character, academic accomplishments, work experience, and leadership potential. OTS guides officer trainees through an orderly transition to commissioned service in the Air Force or Air Force Reserve and teaches the fundamental military knowledge and skills needed for effective performance. Students who do not meet Air Force standards are eliminated from training.
- COT provides initial officership training for officers selected to serve in the US Air Force as medical service officers, chaplains, and judge advocates. The COT program is 20 training days

(4 weeks) long and is conducted at the Gunter Annex to Maxwell Air Force Base in Montgomery, Alabama. Unlike the students attending BOT, all COT students are commissioned prior to their arrival at OTS.

History:

- The OTS program was first developed by Air Training Command in the late 1950's to meet the growing requirements for qualified commissioned officers in the Air Force. At the time, the demand for technically skilled officers had outgrown the commissioning capabilities of the Reserve Officer Training Corps (ROTC) and the Air Force Academy.
- The first class convened in November 1959 at Lackland Air Force Base, Texas. By 1962, OTS had become the only officer accession program of its type in the Air Force.
- The current program moved to Maxwell Air Force Base, Alabama, in September 1993. It is a product of many years of development, major expansions and contractions, academic critiques, and comments from field commanders. The school is designed to be dynamic. It responds to changes in Air Force manpower and training needs. A concerted effort ensures the program benefits from the best teaching techniques and procedures from civilian schools and universities around the country as well as from military academies and other service commissioning programs.
- Over the years, OTS has commissioned more than 95,000 officers; nearly half of these men and women are still serving on active duty. They represent approximately 22 percent of all officers on active duty in the Air Force today and fill positions of responsibility in every officer career field.
- Until recently, Air Force commissioned officer training for medical service officers, judge advocates, and chaplains consisted of three different officer training courses. The Health Professions Officer Indoctrination Course (HPOIC) for medical students and the Air Force Officer Orientation Course (AFOOC) for judge advocates and chaplains moved to Lackland Air Force Base in 1986 and the Medical Indoctrination for Medical Service Officers (MIMSO) course came to Lackland in 1991. All three courses moved to Maxwell Air Force Base in 1993 and were combined into one program in 1996.
- In 1997, OTS and Air Force ROTC were realigned under a new organization at Air University, Air Force Officer Accession and Training Schools (AFOATS).

Training Standards:

- An Air Force officer must be willing to answer our nation's call to duty, be able to adapt to

changing Air Force requirements, and serve as an example to others in the Air Force and the civilian community.

- From the moment you arrive at OTS, you will be constantly evaluated in many areas, such as personal appearance, conduct, and how well you apply the principles of military discipline, customs, and courtesies. This is to make sure you possess the dedication, motivation, and high standards of character required of Air Force officers.
- The concepts of leadership, teamwork, discipline, competition, physical fitness, and moral character are fundamental to OTS training.
- OTS is, above all, a leadership laboratory. Air Force officers are expected to be leaders and managers; they set the example for their peers, civilian employees, and the enlisted force.
- Like other military schools, OTS has high standards of discipline. Training is tightly controlled, demanding, and rigorous throughout the entire curriculum. The fast-paced program prepares you to accept both responsibility and authority. You'll be expected to conform to high standards of discipline at all times.
- The spirit of competition is very much alive at OTS. Competitions between squadrons and flights teach leadership and promote teamwork and esprit de corps. The demands placed on you will enhance your personal growth. You'll be pleased with your accomplishments and the confidence you gain.
- Air Force officers are expected to pay attention to details and be physically fit for duty, so a high priority is placed on standardization and physical conditioning. Emphasis on both begin the day you arrive.

Demands of Military Service:

- Service in the Air Force entails sacrifice, unaccompanied (remote) assignments, temporary duty away from family members, the demand of shift work, and 24-hour availability, if necessary, to accomplish the mission. Air Force members are obligated to be available for duty 24 hours per day, 7 days a week, regardless of religious obligations or practices. The accommodation of worship or other unique practices, such as waiver of immunizations or other medical treatment, dietary laws, or wear of particular religious garb, cannot be guaranteed at all times, but must depend on military necessity.
- It is also important to note that all Air Force officers during their careers may have the opportunity to train and exercise control of, to include actual release of, nuclear weapons in support of current nuclear deterrence policy. This issue must be fully understood before you arrive at OTS. Persons who cannot, or will not, live up to the unique demands of Air Force

service will be eliminated from the training program.

Air University:

- OTS is a part of the Air Force's Air University. Air University, headquartered at Maxwell Air Force Base, Alabama, is a major component of Air Education and Training Command and the Air Force's center for professional military education.
- *Mission.* Air University conducts professional military education, graduate education, and professional continuing education for officers, enlisted personnel, and civilians to prepare them for command, staff, leadership, and management responsibilities. Specialized and degree-granting programs provide education to meet Air Force requirements in scientific, technological, managerial, and other professional areas. In addition, Air University conducts research in designated fields of aerospace education and provides precommissioning training and selected courses for enlisted personnel leading to the awarding of select Air Force specialty credentials. Air University also contributes to the development and testing of Air Force doctrine, concepts, and strategy.
- *History.* At the close of World War II, as plans were made to establish the Air Force as a separate and coequal branch of the Armed Forces, officials recognized that continuing professional education would be as important to the new services future as its inventory of weapons. As a result, in 1946, a group of educational pioneers, under the command of General Muir S. Fairchild, made plans for a new professional military education system. They envisioned a centrally managed university complex with schools and colleges to meet a variety of needs. Today, Air University and its educational facilities stand as visible evidence of the soundness of their planning.
- *Organization.* Air University organizations at Maxwell Air Force Base include: Air War College; Air Command and Staff College; Squadron Officer School; the College of Aerospace Doctrine, Research, and Education; Ira C. Eaker College for Professional Development; Air Force Officer Accession and Training Schools (which includes Officer Training School and the Reserve Officer Training Corps); Community College of the Air Force; and the Office of Academic Support (which includes Air University Library). Air University also supports the Civil Air Patrol. Additionally, at the nearby Gunter Annex to Maxwell AFB, Air University manages the Extension Course Institute and the College for Enlisted Professional Military Education, which includes the Air Force Senior Noncommissioned Officer Academy. The 42d Air Base Wing supports Air University organizations at Maxwell Air Force Base and the Gunter Annex. Another important part of Air University, the Air Force Institute of Technology, is located at Wright-Patterson Air Force Base, Ohio.

Location: (see figure 1.1)

- OTS is located in Montgomery, Alabama, the original capital of the Confederacy. The capital of

Alabama is rich in history and culture. It is also central to the civil rights movement and the home of the Alabama Shakespeare Festival.

- The central Alabama climate is generally warm year-round. Summers are hot and very humid, with daily afternoon temperatures exceeding 90 degrees much of the time. Winters can get cold, with midmorning temperatures averaging 40 degrees, and nighttime temperatures sometimes dipping below freezing (occasional nights in the teens) .

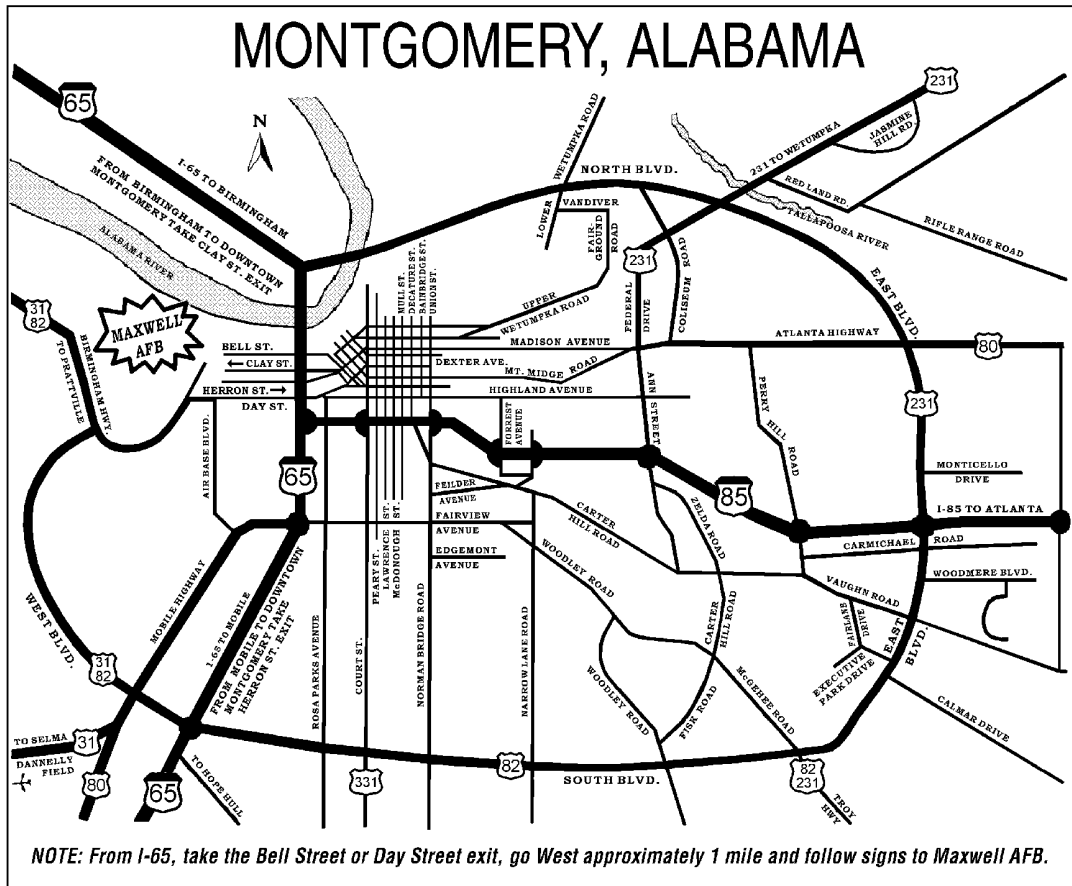
Preparation for OTS:

- You should settle personal and financial problems before you arrive at OTS. Once you arrive, you will be involved in a highly structured program that leaves little time for attending to personal or family obligations. Here are a few suggestions that might help you avoid problems:
- If you currently have a job, you may wish to consider your reemployment rights or request a leave of absence from your present employer. (See attachment 2.)
- You should get your personal finances and other business in order; open a checking account if you haven't already done so. You might want to bring a major credit card and a long distance phone calling card.
- You must start a vigorous physical fitness program long before you report to OTS to ensure you arrive in good physical condition. For the best results, your training program should include push ups, sit ups, aerobic exercises (such as, running, bicycling, stairs), and upper body strengthening techniques. The physical fitness program is rigorous and includes a physical fitness test all basic officer trainees must successfully complete before graduation. COT students will be evaluated, but not on a pass or fail basis.
- If you bring your car, it should be in good repair. You will not have time to do repairs.

Use of Tobacco:

- Use of all tobacco products is prohibited while attending OTS.

Figure 1.1. Map of Montgomery, Alabama.



Air Force Pay:

- The amount of money you're paid each month is the total of your pay and allowances (entitlements) minus deductions. Your entitlements are the total amount of money the government owes you for your labors (basic pay), welfare and the welfare of your dependents (allowance), and for any special skills you have or hazardous duty you perform (special and incentive pay). Deductions are what you owe the government (taxes, Servicemen's Group Life Insurance, etc.), or a portion of your pay you've directed the government to pay to some institution (allotments), or portion of your pay held at either your request or by the government. The amount left after your deductions are subtracted is what you're paid.

- During your training at OTS, you will be paid twice a month. This is computed for two periods- the 1st day of the month through the 15th, and the 16th through the last day of the month. If you do not have prior military service, you will be paid at the rate of a SSgt (E-5) with less than 2 years of service, approximately \$1,100 per month. Active duty Air Force trainees will be paid at the rate of an E-5, or above, depending on their years of active service and enlisted rank.
- The Air Force Direct Deposit/Electronic Funds Transfer (DD/EFT) System is a program whereby your net pay will be forwarded to a financial institution of your choice. **DD/EFT is mandatory! You must establish a savings and (or) checking account before you arrive at OTS.** A direct deposit form (SF 1199A, *Direct Deposit Sign-up Form*) must be completed and signed by you and your financial institution before you arrive at OTS (these forms should be provided by the bank). **Please bring the completed form with you (if not accomplished, your pay will be delayed).**
- A monthly leave and earnings statement (LES) will be sent to you. The statement shows details of your entitlements, allotments, deductions, payments, taxes, leave balance, indebtedness, net pay for the month, and any changes made to your account. Since your pay will be forwarded to a financial organization, you'll also receive a net pay advance statement for midmonth that tells you how much money was forwarded to your account for deposit.
- You should keep your LESs since you'll need them when making inquiries at your local accounting and finance office. The LES also helps accounting and finance personnel determine the amount of casual or partial payment that can be made to you.
- You also may choose to set up an allotment to a financial institution for regular deposits in a checking or savings account.
- You'll receive basic allowance for quarters (BAQ) only if you have one or more legal dependents (spouse, children, etc.). To qualify for BAQ, you will be required to present proof of dependency (original copies of your marriage certificate, birth certificates for children, etc.). The local accounting and finance office will determine your eligibility for this entitlement.
- You'll receive a thorough briefing on pay and allowances at OTS where the above information will be explained in detail.

Identification (ID) Cards for Dependents:

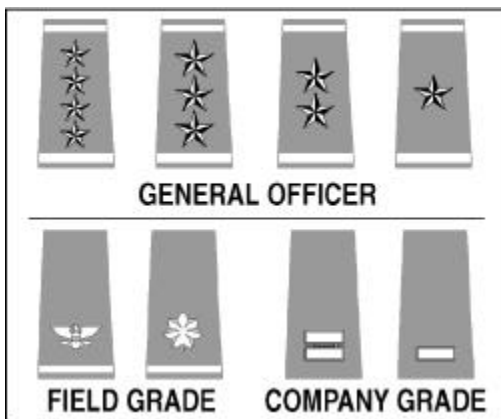
- If you have legal dependents, you may apply for their official ID cards while at OTS. You will be required to show proof of dependency (marriage certificate, birth certificates for children, etc.) and complete a DD Form 1172, **Application for Uniformed Services Identification Card DEERS Enrollment**. Once approved, you will forward the application form to your dependent. The authorized dependent may then take the form and some valid proof of identity

to the nearest military installation and be issued an ID card.

Grade Insignia:

- Along with the new uniforms, the Air Force has developed new grade insignias for enlisted members. The new uniforms and insignias will not be mandatory until 1999, but until then, you'll see both the old and new uniforms and grade insignias being worn.
- Officers wear shoulder mark insignia on all light blue shirts and on the blue pullover sweater. The grade insignia is sewn on to the shoulder mark, which slides onto the shirt or sweater epaulet. Contrary to popular belief, these don't come in male and female sizes; they come in large and small sizes. Choose the size that best fits you. The shoulder mark insignia (figure 1.2) is placed as close as possible to the shoulder seam.

Figure 1.2. Grade Insignia.



- *Company Grade Officers.* Company grade officers include second lieutenants, first lieutenants, and captains. The shoulder marks are solid blue with the appropriate grade sewn 5/8 inch from the edge.
- *Field Grade Officers.* Field grade officers include majors, lieutenant colonels, and colonels. The shoulder marks are solid blue, with a narrow silver stripe nearest the shoulder seam end.
- *General Officers.* As the name implies, this is anyone who wears stars. Shoulder marks for general officers have a wide silver stripe nearest the shoulder seam end and a narrow silver stripe near the neck.

- Attachment 3 shows all the Air Force officer shoulder mark insignia.
- Enlisted grades are also in a transition period with the new grades becoming mandatory in 1999. Enlisted grade insignia are primarily chevrons worn on the sleeves. However the top three enlisted grades also can wear shoulder mark insignia. Attachment 4 shows enlisted grade insignia.
- Active duty Air Force enlisted personnel and Airman Education and Commissioning Program candidates should not report in uniform. During OTS, you will not be allowed to wear any uniforms with enlisted grade insignia or any that shows signs of enlisted grade. For a complete uniform list, see attachment 5.
- All officer trainees are required to have a properly tailored, serviceable blue mess dress uniform before the end of OTS. The mess dress is the equivalent of a civilian tuxedo. You should be prepared to spend \$250 to \$300 for your mess dress uniform.
- You should *not* buy athletic garments until you arrive at OTS.

What Not To Bring:

- Weapons or Dangerous Instruments. A weapon is an instrument of offensive or defensive combat or anything used, or designed to be used, in destroying, defeating, or injuring another. A dangerous instrument is a device of any sort, the use of which may reasonably be expected to cause risk, peril, danger, or lack of safety. A knife with a blade longer than 6 inches is not allowed. Weapons or dangerous items found in your possession or belongings will be collected during inprocessing and may be picked up after graduation.
- Medications (unless prescribed by a physician). You should have a prescription from a physician for any medicine you bring to OTS.
- Pets.
- Sports Equipment.
- Food and Alcoholic Beverages. These items may not be consumed or stored in the dormitories.
- Pornographic Materials.
- Tobacco Products.

NOTE: Only authorized items are allowed in trainees' rooms. Other personal items (not prohibited) may be placed in storage areas. Access to these areas will be limited.

Grooming Standards:

- Each member of the Air Force is required to maintain high standards of dress and personal appearance. The image of disciplined officers requires standardization and uniformity to exclude the extreme, the unusual, and the faddish. Guidelines are required for the sake of neatness, cleanliness, and safety. Uniforms must be kept clean, neat, correct in design and specifications, and maintained in good condition. Shoes must be shined and in good repair.
- For men, hair and sideburns must be tapered (no blocked haircuts), neat, clean, and trimmed, and must present a groomed appearance. Mustaches are not permitted. Beards may not be worn by Air Force members except when specifically authorized for medical reasons. You'll be given specific details and guidance at OTS.
- For women, hair will be clean and styled to present an attractive appearance. Hair length is not limited, but it may not be worn in any style that extends below the bottom of the collar or in a style that prevents the proper wear of any military hat. Pixie styles are acceptable, but short mannish hairstyles are not. Extreme or faddish styles are not authorized. Hair coloring must look natural and complement the individual. Hair ornaments, such as ribbons, may not be worn. Pins, combs, or barrettes similar in color to the individual's hair color may be worn (rubberbands may not be worn). Hairnets may not be worn unless authorized for a specific day. Hairpieces worn by women on duty must conform to the same standards as natural hair.
- OTS policy restricts the wearing of jewelry (rings, bracelets, earrings, etc.) to certain specified times. Women are allowed to wear conservative cosmetics and nail polish. Women should be aware they will have little time to apply cosmetics during the training day.

Military Customs and Courtesies:

- Unlike many other professions, the military profession is a calling and a way of life. The Air Force, like the other Armed Services, has its special problems, its customs, and its standards--all developing out of the nature of its mission and the serious responsibility inherent in carrying it out. The more you understand the character of military life in all its facets, the better understanding you'll have of the opportunities the Air Force has to offer.
- Military conduct is based on accepted standards of behavior as demonstrated by good manners, consideration for others, and courtesy. The Air Force is made up of people from various social groups. It is, in fact, a cross section of America exhibiting all the various manners, aims, morals, and ideals existing throughout the nation. Unless this heterogeneous social group accepts a common code of conduct, no semblance of unity can exist. Hence, there is a vital necessity for military customs.
- **Background.** A custom is a social convention stemming from tradition and enforced as an

unwritten law. On the other hand, if the guidance is in written form, it's a military courtesy. Military customs and courtesies go beyond basic politeness. They govern our regard for the rights and ideas of others. History shows that a lack of military customs and courtesies has a direct relationship with a decrease in esprit de corps, morale, discipline, and most importantly, mission effectiveness. Fundamental to this idea is that it's a two-way street. The respect shown to a senior by a junior acknowledges the senior's responsibility and authority. In turn, the courtesy extended to a subordinate reflects the respect and regard for his or her part in accomplishing the Air Force mission.

Origin of Military Customs and Courtesies:

- Most military customs and courtesies evolve from long-standing practices or have some historical significance. The US flag is folded in a triangular shape to represent the tri-corner hat of early American patriots. The lowering of the flag to half-staff comes from the naval custom of lowering sails upon the death of a crewmember to indicate that things were not ship-shape.
- The position of honor has always been to the right. This originated from the medieval swordsmen who always wore their weapons on the left side and drew them to their right. The strongest and most experienced warriors were given the place of honor to allow them easy access to their weapons. This practice carried over to today. To allow ease of saluting, the senior person walks on the right.

Saluting:

- **Origin and Reasons.** As with other customs and courtesies, saluting has evolved from history. The ancient knights used the gesture of raising the face visor on their helmets as a greeting. This move signified friendship and confidence as it removed the sword hand from the weapon and provided vulnerability in the suit of armor.
- The salute is a respectful greeting exchanged between members of the same profession. It's an everyday courtesy based on mutual respect. It's one of the traditions which binds military personnel together. Salutes are required when you're in uniform and customarily rendered when in civilian clothing. They're exchanged on and off duty and on and off base.
- Salutes are exchanged when meeting outdoors and must be rendered during ceremonial occasions and in public gatherings when the national anthem or the bugle call "To the Colors" is played. The salute is also required during situations outdoors when the US flag is honored and during the playing of Ruffles and Flourishes when specific individuals are being honored.
- **General Rules.** Salutes are rendered as a courtesy. They are required between those junior and those senior in grade. If individuals are equal in grade, salutes may be exchanged. If juniors walking together meet a senior, the juniors salute simultaneously. If a junior salutes a group of seniors, the seniors return the salute simultaneously.

- There are no set rules regarding how close or how far away a junior must be in order to render a salute. When a junior recognizes a senior, the junior should initiate a salute. As a rule of thumb, a salute should be initiated by the junior member, a verbal greeting exchanged by both members, with a return salute by the senior member. This action occurs very quickly, usually within a distance of six paces.
- You're not expected to initiate or to return a salute if it's impractical or dangerous to do so. The salute is intended to be a dignified military greeting, not a test of manual dexterity. Therefore, you aren't required to give a salute when encumbered (that is, when both hands are full), but you should make a verbal greeting.
- If you recognize a superior officer of one of our sister services or a sovereign power, you should salute in the normal manner.
- If a group of individuals (standing still, not in formation) is approached by a senior, the first person who recognizes the senior should call the rest to attention, and each individual should render a hand salute. If the group is walking, all should salute simultaneously.
- If a group of individuals is in formation and a senior approaches, the person in charge of the formation should call the formation to attention, and then only the person in charge should salute. If a formation is marching, it continues the march while only the person in charge salutes.
- Members of work details do not salute; however, the individual in charge of the detail comes to attention and salutes while the other members continue with their duties.
- If an officer stops to converse with an enlisted member or another officer junior in grade, salutes should be exchanged before and after their conversation. This is, in effect, reporting to the senior grade officer. Salutes are not exchanged between enlisted members.
- **Saluting Indoors.** Salutes are exchanged indoors only when a junior-grade member formally reports to a senior. Initiate the procedure by knocking on the door and obtaining acknowledgment from the senior. Then proceed in a military manner until you're about two paces from the senior or the senior's desk. Stop, salute, and report. When the conversation has ended, come to attention, salute, and depart by the most direct route in a military manner.
- If you're in frequent working contact with a senior, the senior may waive the saluting requirement or may require a salute only the first time you enter his or her office each day. You'll still be expected to salute when reporting to other senior officers.

Leaves and Emergencies:

- Active duty military members accrue leave at the rate of 2 1/2 days per month of service, or 30 days per year. However, you will not be allowed to use any accrued leave while in training except in an emergency or during the December holiday season. Active duty enlisted members should use accrued leave before they arrive, or they may lose it while at OTS.
- Emergency leave requests must be verified by the American Red Cross. You should tell your family that in an emergency requiring your presence they must contact their nearest Red Cross office (not the Montgomery Red Cross). Once your area Red Cross notifies OTS, the emergency leave can be processed. In most cases, we can have you on your way in a matter of hours, following Red Cross notification.
- Training is usually suspended for about 15 days during the December-January holiday season, and you may either take leave or remain at OTS. Holiday leave procedures will be explained once you get to OTS.

Religious Activities:

- OTS has a chaplain assigned to the staff. Air Force chaplains from several faiths are available for counseling to persons of all denominations. Weekly services and Bible studies are held at the base chapel. You may also attend weekly services on Maxwell or at churches or synagogues in the local community.

Hazing:

- Hazing is **strictly** prohibited at OTS. Hazing is any unauthorized assumption of authority of one trainee over another trainee, whereby the latter shall suffer or be exposed to suffering, cruelty, indignity, humiliation, hardship, oppression, or the deprivation or abridgment of any right, privilege, or advantage to which he or she shall be legally or properly entitled.

CHAPTER 2

BASIC OFFICER TRAINING (BOT)

Introduction:

- The high moral standards required of an officer trainee are reflected in the school's honor code which states: **"I will not lie, cheat, or steal, nor will I tolerate among us those who do."** An officer trainee not meeting these standards will be eliminated from OTS. The attitudes learned at OTS will serve you well throughout your Air Force career. The demands of training are challenging and rewarding. You'll be under continuous pressure, unlike any you've ever experienced. The experience will be as intense as final exam week. But unlike college, the pressure will be constant throughout the entire program. After successfully completing OTS, you'll probably find the course was one of the highlights of your life.

Eligibility:

- To apply for OTS, you are required to be either a graduate of a regionally accredited college or university or a college senior who is available to depart for training within 365 days.
- You are required to be a US citizen at least 18 years of age at the time of commissioning and not have reached age 30 years by the initial selection board convening date. Navigator or pilot applicants must be commissioned and enter flying training before age 27 1/2. All other applicants should be commissioned before reaching age 30, though this requirement may be waived to allow commissioning up to age 35 in exceptional and deserving cases based on the needs of the Air Force.
- You are required to be in good physical condition and health, complete the Air Force Officer Qualifying Test (AFOQT), be of good moral character, and meet other requirements, which will be explained by your recruiter or military personnel flight (MPF) personnel.

Application Requirements:

- Air Force recruiters accept applications based on official Air Force manpower needs. Active Air Force members apply through their education services office (ESO).
- The following items will be required with your application:
 - Transcripts from all colleges and universities attended. The degree awarded and date of graduation must be shown on the transcript. If you are a senior within 365 days of graduation, you will be required to provide a certificate authenticated by the school, showing expected date of graduation, type of degree to be awarded, grade point average,

and major subject. Your recruiter can assist you in this matter.

- Documents verifying your date of birth and US citizenship.
- AFOQT scores.
- Physical examination results.
- All requested forms filled out completely. **NOTE:** You should carefully read and understand everything you sign; this especially pertains to questions on arrests and drug usage. Any applicant found providing inaccurate information or to be less than completely truthful on these questions will be eliminated from OTS.
- A personal interview with an Air Force officer will also be required. The interviewing officer reviews the special qualifications required of an officer and evaluates your potential in terms of motivation, goals, leadership ability, communication skills, adaptability, and other qualities. The unit commander completes the interview for active duty airmen.
- While your application is being reviewed, you may be asked to provide supplemental information, such as medical information or other documents. Your local recruiter, ESO, or MPF contacts you if additional information or documents are required.
- Applicants selected for pilot or navigator training will be required to complete a flying class 1 or 1A physical examination at an Air Force aircrew examining center. Other applicants may use the medical facilities at a military entrance processing station.
- You will also receive a thorough physical examination, and you should be prepared to provide any medical records or documentation determined necessary during your preliminary screening regarding any past illnesses, hospitalizations, injuries, treatment, or surgery. Any previous physical examination for any branch of the service must be disclosed. You should inform your recruiter of the date and place of the examination so he or she can verify the results.
- So that they can receive the required pelvic examination, female applicants should not schedule their physical examination during their menstrual periods.
- Occasionally, a physical will reveal a medical problem that may require additional examinations by a specialist. It will be your responsibility to have these tests completed promptly.
- When you arrive at OTS, you will be reexamined to see if your physical profile has changed. Individuals who withheld or falsified information before entering training may be

ineligible for a commission or continued service in the Air Force.

- Regardless of the preliminary results of the physical, a final review and determination of physical eligibility will be made by the Office of the Command Surgeon, Headquarters Air Education and Training Command.
- You will also be weighed during your physical inprocessing. To enter OTS, you may not exceed the maximum weight standards specified in AFI 40-502, *The Weight Management Program* (see attachment 6). If you are overweight on arrival, you could be denied entry. Your selection to attend OTS will be withdrawn and you will be returned to your point of origin. Likewise, if you fail to maintain weight standards at any time during training, you may be eliminated from the program and denied opportunity for commissioning. You should know your weight standard and maintain it.
- You should also inform your Air Force recruiter, ESO, or MPF of any changes that affect your application. Your recruiter will advise the proper authority. Circumstances which would affect your application are:
 - Changes in physical status that may disqualify you from training.
 - Change in desire for training.
 - Travel or visits to a communist-oriented country for more than 30 consecutive days.
 - Civil or criminal offenses not previously reported or that have occurred since date of application.
 - Failure to graduate from college as scheduled.
 - Temporary or permanent change of address or phone number not reported.
 - Receipt of a private pilot's license. (Pilot applicants only)
- Be sure to discuss with your recruiter or ESO whether or not you will need a security clearance investigation. If so, you must initiate an SF 86, *Questionnaire For National Security Positions*, before you arrive at OTS. Ask your recruiter or ESO for details.
- Regardless of what you've heard, you will be held responsible for the accuracy of all entries on your enlistment forms. Information discovered after enlistment can result in discharge under less than honorable conditions.

Selection of Career Field:

- In completing the OTS application, you will consider the range of officer career fields available at the time.
- Rated applicants choose, in order of preference, either the pilot, helicopter pilot, or navigator career field.
- Nonrated applicants can apply for three career fields. Some of them have mandatory degree requirements. Your recruiter will discuss the qualifications for specific fields and can tell you which officer career fields are available at the time you apply.

Selection Process:

- Selection for OTS is done by a board of senior Air Force officers. The board members come from various parts of the Air Force. The board is conducted by Air Force Recruiting Service. Selection is competitive and based on your qualifications and specific Air Force manpower needs. Each applicant is evaluated for character, academic accomplishments, community service, and leadership potential.

Enlistment:

- The method of selection notification will depend on your status. If you are a civilian, your recruiter will notify you of your selection. If you are serving on active duty, your unit commander will notify you. In both cases, your assignment will be *canceled* if all acceptance documents and enlistment processing aren't complete within 30 days from the date of your selection letter. If your acceptance documents are processed through a recruiting office other than your initial recruiting office, you should notify your original recruiter of your acceptance to OTS and class-start date. You should be fully prepared and ready to report to OTS when you accept your class date.
- You should also contact your recruiter 20 days before your final processing for active duty. Staying in contact with your recruiter is especially important if you have obtained permission from Air Force recruiting officials to enlist at a different location than where you submitted your application. If you have involvement with any law enforcement agency, regardless how minor, it is your responsibility to inform your recruiter.
- If you are a civilian, your enlistment date will be set far enough ahead to allow you to arrive at Maxwell Air Force Base before your class starting date. You will enlist in the Air Force Reserve in the grade of staff sergeant (SSgt). If you are an active duty airman, you will be required to extend your current enlistment or reenlist to ensure you have 3 months of retainability beyond your projected OTS graduation. If you are serving in the grade of senior

airman (SrA) or below, you will be promoted to SSgt. If you are a SSgt or higher, you retain your grade. If you are serving on active duty in a sister service, you enter OTS in the pay grade of E-5, regardless of your current grade.

Service Commitment:

- Nonrated officers incur a 4-year active duty obligation from the date of their commissions. The service commitment for pilots is 8 years (from the date of the award of the aeronautical rating) and 6 years (from the date of the award of the aeronautical rating) for navigators.

Required Documents:

- Upon arrival at OTS, you'll need the following documents, if applicable, to complete your personal records. Except for your college transcript, all documents will be returned to you. You should not forget these documents. Items marked with an asterisk below are not required for active duty airmen reporting to OTS.
 - Official college transcript, which shows the raised seal of the school or a statement that the school does not use the raised seal, signature of the registrar, major, degree, and date of graduation (you cannot be commissioned without this transcript). The transcript must be in a sealed envelope from the school. This applies to everyone accepted to OTS.
 - Marriage license or divorce papers (original or notarized copies) with raised seal.*
 - Immunization records.
 - Children's birth certificates (original or notarized copies with raised seal).*
 - Naturalization documents on any dependents or family members born overseas.*
 - Social Security card and spouse's social security number.*
 - Records Review Report on Individual Personnel (RIP) (for prior service only).
 - Copy of DD Form 214, **Certificate of Release or Discharge From Active Duty** (for prior service trainees previously discharged or with a service break).
 - DD Form 368, **Request for Conditional Release from Reserve or Guard Component**.
 - NGB 22, **Report of Separation and Record of Service** (if applicable).
 - Electronic Personnel Security Questionnaire (EPSQ) disk. Ask your recruiter or education office for a copy of EPSQ.

- Other important documents or papers you should bring include:
 - Copies of all travel orders related to this assignment.
 - All military ID cards.
 - Life insurance policy numbers.
 - If you drive to OTS, proof of automobile insurance, automobile registration, and driver's license.
 - Completed direct deposit forms from your bank or credit union.

NOTE: If any of the above documents or licenses are due to expire during the training period, they should be renewed in advance.

- A Top Secret security clearance is required for all officer trainees being assigned duties as a missile launch officer, intelligence officer, or as a special investigations officer. The security clearance process must be initiated by your recruiter before arrival at OTS. **NOTE:** For active duty members accepted to OTS, the losing MPF must initiate the paperwork before you arrive at OTS. Even though your security clearance will be initiated before you arrive at OTS, you should bring the following documents with you so your clearance can be completed before your graduation and commissioning:
 - A computer disk containing the information provided on the EPSQ disk. Ask your recruiter or MPF for a disk copy.
 - A listing of all residences for the past 10 years, to include inclusive dates of residence and addresses.
 - Names of each of your employers and names of your supervisors while you were employed there. The employer's address is also needed.
 - Date of birth, place of birth, and current address of each immediate family member. This includes your father, mother, spouse, brothers and sisters, step-brothers and sisters, and your children. Any relatives who live overseas and those living in the United States who are not US citizens should be included.
 - Naturalization numbers and birth certificate numbers of any member of your immediate family who is a naturalized or derived citizen.
 - Names, addresses, and account numbers of three credit references.

- Names and addresses of five adults for character references. Good friends, coworkers, colleagues, classmates, etc., may be used. Family members cannot be used.
- Complete information on all traffic violations and every instance when you were arrested, held, charged, detained, or cited by law enforcement agencies for any offense, regardless of the final action taken by the court.

NOTE: Requested addresses must include a street address, city, state, and ZIP code.

Out-of-Pocket Expenses:

- You should have available approximately \$1,800 to carry you through to your first payday. You'll need this money for personal expenses, such as telephone calls, laundry and dry cleaning, postage, personal supplies, entertainment, and uniform items (see attachment 5). We suggest you bring cash, traveler's checks, personal checks, and (or) credit cards. Credit cards can be used to purchase uniform items, but they will not be accepted everywhere. We do not recommend you carry large amounts of cash.
- Cashing checks from out-of-state banks is very convenient on military installations. Personal checks for up to \$300 (or \$100 on "starter checks") a day may be cashed at all base exchanges worldwide. However, due to an extremely tight schedule, you will not be able to cash checks on a daily basis for the first few weeks (except for \$25 over any purchase at the local shoppette). Consider bringing a portion of your money as traveler's checks. The local shoppette has an automatic teller machine (ATM).
- You may request \$200 to \$300 advance pay on the second weekday after arrival, but you will not receive a regular paycheck until the following payday. For example, if you report on Monday, 2 September, you may get an advance on Friday, but not receive a paycheck until 15 September. Your advance pay will be taken out of your pay in one lump sum.

Dependents in the Area:

- Some OTS students in each class bring their spouses or families to the Montgomery area. In deciding whether or not to bring your dependents, you should consider the following:
 - You are not eligible for family housing on base or for reimbursement for your family's travel.
 - While short-term, off-base rental lodging (3 months or less) is generally available, you shouldn't take it for granted. You should contact the off-base housing referral office (334-953-2555 or DSN 493-2555) before deciding to bring your family to Montgomery. You will be required to check with the housing office, building 501, Maxwell Air Force Base,

before contracting for any off-base housing (other than motel accommodations). Generally, short-term rentals do not accept pets and have restrictions as to the number and ages of children accepted.

- Because of the tight training schedule, your family members will have to be on their own and will not be able to visit you during the first 3 weeks of training, except in emergencies. Thereafter, you'll be permitted to go off base only on holidays and weekends provided you earn the privilege. If you have weekend duties or you're restricted because of training deficiencies, you will not be permitted to leave the base or receive guests. You will not know until each Thursday if you have earned off-base privileges for that weekend.

Medical Care for Dependents:

- Dependents of officer trainees are eligible for free medical care in military facilities on a space-available basis. When care is not available at the military facility, dependents can receive civilian medical care at low cost through the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) or Tricare. The three Tricare options are not available in all areas at this time.
- Limited dental services are available for dependents on a space-available basis at military facilities. While at OTS, and once you have over 30 consecutive days on active duty, you will be offered a chance to enroll your dependents in a low-cost dental insurance plan.
- At military hospitals, there's no charge for outpatient care, which can be compared to a visit to a doctor's office. At civilian facilities (under the CHAMPUS program) the military member pays the first \$150 of outpatient cost for one family member per fiscal year, plus 20 percent of the costs above \$150. For a family of two or more, you pay a maximum of \$300 each fiscal year, plus 20 percent of the charges over \$300. The CHAMPUS program can be complicated and is subject to change. Every military hospital has a CHAMPUS representative whom you should contact to answer questions.
- Hospitalization costs approximately \$10 per day in a military facility and a minimum of \$25 per day in a civilian facility, regardless of the length of stay. In both military and civilian hospitals, the Air Force pays for all treatment costs and medications.
- Family members need dependent ID cards to be admitted or to receive medical attention at a military hospital. They will not have ID cards when you leave for training, so you should leave one copy of the orders directing your training with them. Then, if a family member needs medical attention, the orders may be used instead of the ID card.

Arrival:

- OTS is easily accessible by commercial transportation or private automobile. If you drive a privately owned vehicle, you'll be reimbursed for travel costs from your enlistment location to

Maxwell Air Force Base, Alabama. Travel prior to enlistment is not reimbursable. For example, if you enlist at the military entrance processing station in Chicago, Illinois, you'll be paid from Chicago to Maxwell Air Force Base. However, if you proceed to Montgomery and enlist at the military entrance processing station there, you'll be paid from Montgomery to Maxwell.

- You should follow the instructions on your orders to report to Maxwell. Report to OTS no later than 1800 (6:00 p.m.). The reporting time, date, and location are critical because personnel will be available to initiate your inprocessing at the specified times and locations. If you are delayed or detained, you should notify the OTS charge-of-quarters (CQ) desk as soon as practical by telephone. The commercial telephone number is (334) 953-4736 and the Defense Switched Network (DSN) is 493-4736. Failure to notify could result in your class assignment being withdrawn or delayed.
- Travel time beyond the authorized number of days will be charged as leave and deducted from your 30 days of annual leave. Exceptions are granted only in special cases when in the best interest of the Air Force.
- To process your travel reimbursement claim, you will be required to complete a statement of travel containing an itinerary. Be sure to keep accurate records of your date of departure from your place of enlistment, time departed, mode of travel, intermediate stops, reasons for delay, and time of arrival at Maxwell Air Force Base. You should bring copies of your original enlistment orders to support your claim. Also, you should keep receipts for all travel expenses. If you decide not to drive to Maxwell, the military entrance processing station where you enlist will arrange for government-paid transportation to Montgomery and issue a transportation request. You should turn in the white copy of this request when you report to Maxwell.
- If you travel to Montgomery by air, upon arrival at the airport, you should look for a sign saying, "Welcome, OTS Trainees." An officer trainee (OT) will assist you with transportation to the base.
- Whether you arrive by air or bus, you may take a taxi to the base and be reimbursed for the fare at a later date. You should get a receipt and attach it to your claim for reimbursement.

Automobiles:

- You may bring an automobile to OTS; however, your driving privileges will be very limited. All student movement around base is in marching formation. After the first 3 weeks of training, you may be allowed to use your vehicle on weekends if you have earned the appropriate privilege status.
- To use a car on base you need to bring the following with you: a valid driver's license, current vehicle registration, and proof of insurance (minimum \$20,000/\$40,000 personal

liability/\$10,000 property damage).

- If the automobile is not registered in your name, you also will be required to present a notarized statement from the registered owner authorizing your possession of the automobile.
- Additionally, if you bring a motorcycle, you will not be allowed to use it unless you've already had an Air Force motorcycle safety course. There is not enough time to attend the course during your stay at OTS.

Shipment of Household Goods:

- Officer trainees are not allowed to ship household goods to OTS at government expense. Student storage space is extremely limited, so you should bring only essential items. Active duty airmen should contact their local transportation squadron for current rules about hold baggage.

Marriage:

- If you plan to be married after graduation, we suggest that you not finalize the date until about 2 weeks before graduation. In some cases, trainees may not be commissioned on the day first planned because of academic deficiencies which must be made up, incomplete transcripts, security clearance requirements, or even medical problems. Also, you might have to go directly to your next duty station in order to meet a required reporting date. We don't say this to scare you, but to help you avoid embarrassment or rescheduling. By delaying your marriage plans a bit, you can be sure of adequate time for the wedding and still meet military requirements.

Military Uniforms:

- Except for very limited times near the end of your training, you'll be required to wear the military uniform while in OTS. You'll receive a uniform allowance for purchase of most of the mandatory service uniform items needed while at OTS. It's a fact of military life that commissioned officers buy many of their uniform items out of their own pocket. This is a part of the professional aspect of officership. However, you should not purchase any uniform items until you report for training. You'll have time to shop after you arrive and will be less inclined to buy unnecessary or unauthorized items.
- If you enter OTS directly from another Air Force assignment or the Air Force Reserves, you should bring your uniforms and any extra money you may need to replace items or to buy optional ones. **NOTE:** Uniform items that have had stripes previously sewn on are not usable while at OTS.
- You'll wear a variety of different uniform combinations while at OTS. You'll be able to purchase all clothing items, grade insignia, and accouterments while at OTS, and your flight

training officer will instruct you on proper wear of the uniform. Below are the uniform combinations you'll most commonly wear:

- *Service Dress.* This uniform is the civilian equivalent of a business suit. It's a dark blue, two-piece suit with light blue shirt and dark blue tie (or collar tab for women). Grade is denoted with shoulder epaulets for officers and OTs. You wear service ribbons and no more than two functional badges (if authorized) over the left breast pocket. Headgear is the dark blue flight cap, and black dress shoes complete this uniform (figure 2.1).
- *Light Blue Shirt and Trousers.* This uniform is the one you'll wear most of the time at OTS. You may wear either long sleeves with tie or collar tab, or short sleeves (tie or tab optional). You'll wear dark blue trousers with belt. OT grade is denoted by slip-on epaulets, and you'll wear the flightcap. Black dress shoes complete the ensemble (figure 2.2).
- *Mess Dress.* This is the civilian equivalent of a tuxedo, and you'll wear it to the graduation Dining-Out while at OTS. It's dark blue, with grade denoted on epaulets. You wear miniature medals and functional badges (if authorized) on the left breast. You'll wear black dress shoes but no headgear (figure 2.3).

Figure 2.1. Men's and Women's Service Dress.

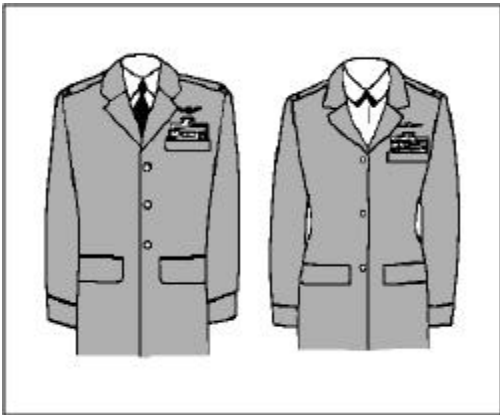
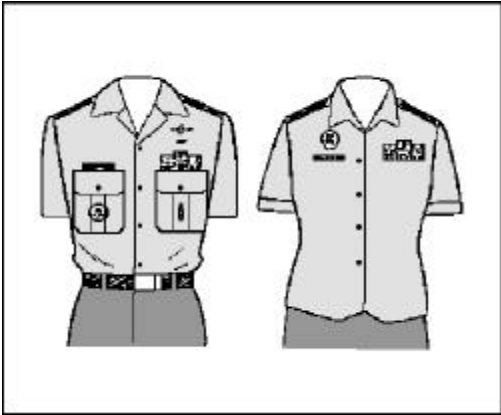


Figure 2.2. Men's and Women's Light Blue Shirt.

- *Battle Dress Uniform (BDU)*. You'll wear this utility uniform for the first 17 training days at OTS. It consists of a shirt and trousers combination in woodland camouflage pattern, with black combat boots. You also wear a matching cap, with appropriate OT grade on the front (figure 2.4). Active duty members should bring two sets of BDUs (name tapes will be purchased at OTS) and a serviceable pair of combat boots. These items may also be purchased after arrival. Command and optional patches are not permitted. If your BDUs have had patches on them, you should buy new ones. OTS issues field jackets which must be returned at the end of the program.

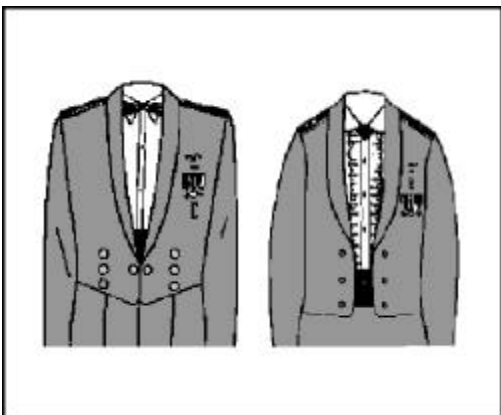
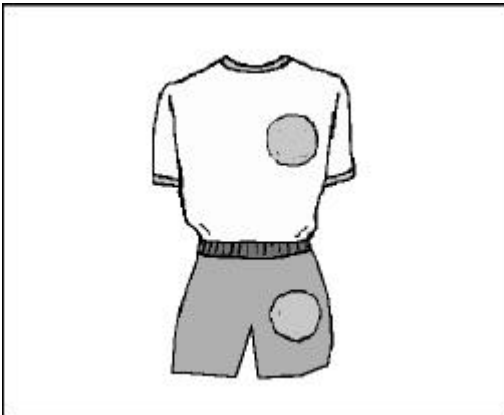
Figure 2.3. Men's and Women's Mess Dress.

Figure 2.4. Battle Dress Uniform.



- *Seasonal Wear.* All-weather coats or raincoats are worn as needed. You may also want to bring the Air Force blue pullover sweater or Air Force blue cardigan, depending on the season.
- *Physical Conditioning (PC) Gear.* This is a T-shirt and shorts combination you'll wear when engaging in PC activities and work around the dormitories. You also wear a matching baseball cap with running shoes (figure 2.5).

Figure 2.5. Physical Conditioning Uniform.



Appearance:

- As an officer, you set the example in everything you do. The manner in which you follow dress and grooming standards reflects pride in yourself, your profession, your unit, and the Air Force. It conveys a lasting impression about the Air Force to everyone you meet. You should stand out from a crowd just by your bearing, appearance, and demeanor as an Air Force officer.
- Your uniforms must be clean, neat, correct in design and specifications, fitted properly, pressed, and in good condition. All items should be snapped, buttoned, etc. Shoes must be shined and in good repair. On and off duty, your personal appearance must reflect the pride and discipline of a professional military officer--hair cut and combed within specifications, trim physical condition, with careful attention evident in your personal hygiene. A faddish, extreme, or unusual appearance detracts from the image of a disciplined officer who can be relied upon to do his or her job.

Civilian Clothing:

- You'll be in a military uniform within 24 hours of your arrival at OTS. This means you should not bring a lot of civilian clothes. During the last week of training, you may be allowed to wear civilian clothes again, but only on a very limited basis. The civilian clothing you do bring will be placed in storage until you can wear it. We strongly advise you to wear comfortable, casual clothing and tennis or walking shoes for your arrival at OTS because your inprocessing will entail a lot of walking and marching. Finally, you should consider the season when choosing what civilian clothes to bring with you.
- The female supply and clothing sections at the base exchange are limited, so women should bring an ample supply of lingerie. Also, women who normally wear pumps should begin wearing flats to avoid foot problems in training. You should wear a pair of low-heeled shoes that are comfortable to march in until military shoes are issued.

Personal Items:

- You may bring any of the following items; however, **we recommend you obtain them after you arrive** (except running shoes; it's best to bring these with you). All are available at the base exchange.
 - Running shoes (conservative color, high quality) (*bring these with you*).
 - Briefcase.
 - Shaving or toiletry kit.
 - Cosmetic case.
 - Athletic supporter.
 - Athletic bra.
 - Bathrobe.
 - Shower shoes.

- In addition to the above list, if trainees have the following items, they should bring them:
 - Small radio or clock radio.
 - Dictionary (Webster's II, New Riverside University Dictionary).
 - Hair dryer.
 - Curling iron.
 - Personal computer with Microsoft capable software (**HIGHLY RECOMMENDED**).
 - Camera.
 - Pocket calculator.
 - Wristwatch with stopwatch function, or a stopwatch.

NOTE: If you wear glasses, you should bring clear prescription lenses to wear. Slightly tinted or photo-sensitive glasses are also allowed. If you wear contacts, you should also bring a pair of glasses and a safety strap.

Choosing Running Shoes:

- The quality and fit of the athletic shoes you bring or buy at OTS will have a direct effect on your success in all areas of physical conditioning. You should choose your shoes carefully to avoid painful injuries. If you buy shoes early, you should consider getting a pair of cross-training shoes for sports programs and running shoes for running programs. Buy the best quality shoes you can afford. If you bring a pair with you, use this checklist to decide if the shoes are right for you:
 - *Sole.* You should check the soles of the shoes for quality materials and shock absorption capability. Many soles have a flared appearance, being wider next to the ground than the shoe itself. Manufacturers claim this improves stability, reduces the danger of ankle injuries, and adds cushioning by increasing the surface area. The sole should be made of high-density rubber and be at least a half-inch thicker at the heel than under the ball of the foot. The added height helps prevent stress on the Achilles tendon and painful shin splints. The pattern on the bottom of the shoe is relatively unimportant. A carbon black sole will usually outlast other rubber soles.
 - *Heel.* The heel cup should have a rigid back and sides to stabilize the foot and prevent the heel from rolling from side to side. The back of the heel should be fully padded to protect the Achilles tendon where it joins the heel bone.
 - *Arch.* Some shoes provide little or no support in the arch area. If you have weak ankles, you must use arch supports with this type of shoe to avoid pain in the foot, lower leg, and back. A good indication that you need a good arch support is soreness in the feet and legs after standing for a long period of time.

- *Toe Box.* The toe box should allow for toe movement without contacting the front of the shoe. Allow for a thumb's width between the big toe and the front of the shoe. A shoe that is flat across the front (viewed from above) should be considered before a pointed toe. Any shoe that rubs can cause debilitating blisters.
- *Uppers.* You will find uppers made of nylon or leather. Nylon is lighter, softer, and washable, while leather is more rugged and gives better support.
- After narrowing the selection down to a few possibilities, you should try them on. Be sure to wear the type of socks you plan to wear while running. The shoes should be immediately comfortable. Any binding or tightness in the store will mean pain while running at OTS. Remember, quality and proper fit are more important than the price tag.

Inprocessing:

- Upper-class officer trainees will meet you upon arrival at OTS and will assist you in most phases of inprocessing. In addition, they will take you to your dormitory and answer your questions. If you have any problems, you should ask for help immediately.
- You will spend the first week getting oriented and completing required processing. Immediately after you arrive, you'll be assigned to a squadron and flight with 12 other officer trainees. A flight training officer, highly qualified to teach all phases of the OTS curriculum, will be your instructor for the entire program. He or she will ensure you complete all necessary inprocessing.
- You'll be scheduled to visit the base exchange to buy any authorized items you need. You'll also be given time to register your car if you brought one. Students will be taken to the clothing issue area to purchase some or all of their uniforms.
- Your specific mailing address while at OTS will be:
Officer Trainee (your name),
PSC 1 (OTS Class, Sq - Flt)
550 E Maxwell Blvd
Maxwell AFB AL 36112-5000
- Mail is delivered 5 days a week through the squadron postal officer, and postal services are available on base at the Maxwell Post Office. You should have your family contact their area Red Cross office in case of emergency. If your family needs to talk with you, they can leave a message with the Charge of Quarters at OTS, (334) 953-4736.
- During inprocessing, you will get a series of immunizations, and your height and weight will be recorded. You should keep in mind Air Force weight standards are strictly enforced (see attachment 6). Even though you're within the Air Force weight standard, if your appearance

isn't, you could be assigned to a mandatory physical conditioning program.

OTS Facilities (Maxwell AFB):

- You'll live in three-story coed dormitories during the entire training program. Generally, two trainees share a room. All quarters are furnished with beds, chairs, desks, and security locker. Dormitories have washing machines, dryers, pay phones, official business phones, vending machines for soft drinks, and lounges. All dormitories are centrally air-conditioned and heated.
- The OTS dining facility serves balanced meals each day. There is no charge since you will not receive basic allowance for subsistence (BAS) while at OTS.
- OTS classes are held in a fully air-conditioned and heated academic building.
- A student activity center is located near the academic area. Although you'll have little time to use the center during the week, you may have the opportunity to use it on weekends.
- Also located in the OTS area are a barber shop, laundry and dry cleaning pickup point, small base exchange, alteration shop, military clothing sales store, and an ATM.
- OTS has some physical fitness equipment; universal gyms, weights, and a 1/4-mile running track. There are no facilities at Maxwell or Gunter Annex for storing personal athletic equipment.

Duty Schedule:

- A typical training day begins at 0500 (5:00 a.m.) and ends at 2330 (11:30 p.m.). During the day, you'll be involved in many activities, including classroom instruction, physical conditioning, drill (marching) training, mandatory housekeeping details, mealtimes, inspections, student squadron matters, and some limited personal time. Each day will vary, but you will be kept extremely busy. The ability to set priorities and effective time management are critical to your success at OTS.
- At the end of the training day, dinner is served starting at 1700 (5:00 p.m.). The rest of the evening is spent on student squadron activities, study time, and (or) personal matters. You'll also be tasked to perform essential maintenance details, such as raking grass and cleaning floors. Quiet hours begin at 2130 (9:30 p.m.), with all lights out at 2330 (11:30 p.m.).

Off-Duty Time:

- Off-duty time (or privilege period) begins Saturday at 1300 (1:00 p.m.) and runs through Sunday, 1930 (7:30 p.m.). For the first few weeks of training, you're restricted to the OTS area, but after that you may earn privileges on Maxwell or off-base, depending on your merit/demerit

record for the past training week. For safety reasons, OTS places relatively strict limits on off-base travel while you're in training, so don't expect to fly or drive home on weekends.

- If you have a family in the area, you may be able to spend time with them on the weekends, providing your conduct and work meet OTS standards. However, don't expect to see your family during the first three weekends of the program, or during the duty week for the entire program.

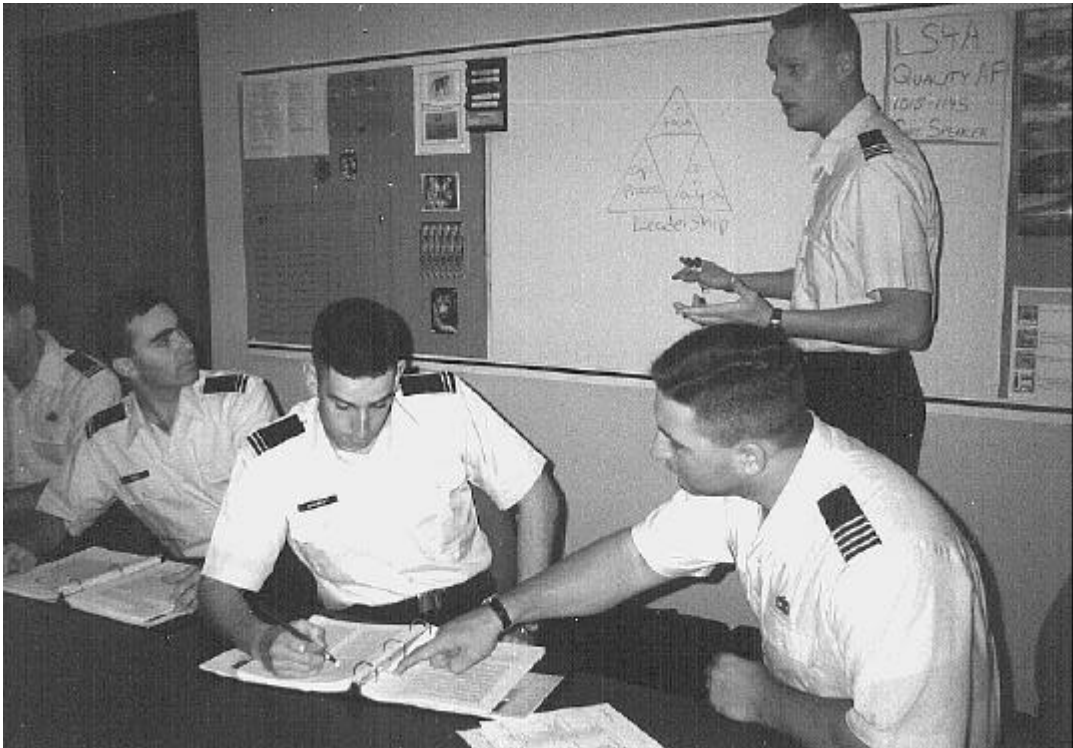
Training Methods:

- OTS training has four major aspects: formal classroom instruction, student leadership, physical training, and self-paced study. Each area is important to the total training process and has its own performance standards.

Academic Programs:

- Classroom instruction is the responsibility of the flight training officers, all of them commissioned Air Force officers. Flight training officers work closely with their flights for the duration of the training and make the all important individual evaluations of the trainee's performance. Curriculum area managers, also Air Force officers, conduct auditorium lectures in their areas of expertise.
- Lectures, guided discussions, laboratories, performance exercises, and outside readings are related to the requirements you can expect to find in your work as a junior officer (figure 2.6).

Figure 2.6. Classroom Activities.



- Individual study is also important to academic success. Therefore, some parts of the curriculum are taught only through self-paced study.
- The OTS curriculum is divided into four phases. *Phase 1, Military Indoctrination*, emphasizes the need for teamwork, discipline, and standardization. Here, the faculty introduces the new trainee to the typically military subjects, such as drill and customs and courtesies. *Phase 2, Development*, is where the formal and more theoretical part of leadership and officership is presented. In *Phase 3, Application*, the students demonstrate the principles and skills taught during the early part of the program. This phase emphasizes the hands-on approach to leadership development. *Phase 4, Transition*, prepares the soon-to-be officer for the first duty assignment.
- The five major study areas and primary topics addressed in each are as follows:
 - *Communication Skills:*

- Communication foundations.
- Effective listening.
- Interpersonal communication.
- Effective writing.
- Military briefing.
- Grammar and punctuation.
- Air Force publications.
- Air Force correspondence.

- *Leadership Studies:*
 - Leadership concepts.
 - Management principles.
 - Systematic problem solving.
 - Military and the civilian community.
 - Nature and significance of prejudice.
 - Group dynamics.
 - Accountability.
 - Motivation theory.
 - Working with minorities.
 - Personnel counseling.
 - Human relations.
 - Air Force core values.

- *Professional Knowledge:*
 - Dress and grooming standards.
 - Military customs and courtesies.
 - Air Force security.
 - Pay, allowances, and leave.
 - Financial management.
 - Benefits.
 - Officer professional development.
 - Performance ratings.
 - Military justice.
 - Substance abuse education.
 - Professional relations.
 - Fraternalization policy.
 - Equal opportunity and treatment.
 - Officer and enlisted evaluations.
 - Managing diversity.
 - Sexual harassment awareness.

- *Defense Studies:*
 - Air Force history and heritage.
 - Nature of conflict.
 - Law of armed conflict.
 - Democracy and communism.
 - US internal and foreign policies.
 - The Department of Defense.
 - Air Force doctrine, mission, and structure.
 - Air Force MAJCOMs.
 - Analysis of the strategic issues facing Air Force officers.
- *Military Training and Applications:*
 - Drill performance.
 - Field leadership.

Student Organization:

- The OTS student organization gives officer trainees practical experience in military command and organization. For the first half of training, you'll be a member of the lower class. Then you advance to the upper class, which has many leadership opportunities.
- The officer trainee's organization is modeled after an Air Force objective wing, with student commanders under the supervision of the OTS commissioned staff. Trainee leaders are responsible for supervising many of the daily activities of the trainees; in so doing, they get practical experience in leadership by running the student wing which supervises the lower class in all facets of training.
- Student command and staff positions are assigned on the basis of demonstrated leadership potential and the recommendations of a selection board consisting of upper class officer trainees and commissioned staff.
- The OT wing fulfills those command and staff responsibilities authorized by the 24th Training Squadron Commander (24 TS/CC). This student organization serves as a leadership laboratory where OTs exercise and develop their leadership skills, techniques, and attitudes. In the classroom, the OTs learn the Air Force mission; in the student organization, they gain insight into working relationships and responsibilities of individual officers. Lower-class OTs learn Air Force customs and courtesies, traditions, and drill while they learn to follow orders and work as team members. Upper-class OTs practice and develop their leadership abilities by planning, organizing, and leading student activities. The two programs working together--the classroom and the laboratory--prepare OTs to become effective Air Force second lieutenants.

Physical Training:

- You will be required to take part in physical training and sports activities (see figure 2.7). The OTS physical conditioning program is designed to build overall body stamina and improve upper body strength. The physical fitness test (PFT) is a test of your overall physical condition. You will be required to complete a series of five events within a 15-minute limit: pull ups (men only), flexed arm hang (women only), standing long jump, push ups, sit ups, and a 600-yard run (see attachments 7 and 8). Successful completion of the PFT is a graduation requirement.
- You will also be required to participate in early morning runs (EMR) and circuit training during OTS. They are designed to improve your aerobic capacity and prepare you to pass the OTS 1 1/2 mile run test (figure 2.8).
- You'll take part in a competitive sports program designed to develop leadership skills and teamwork. These sports are specially designed to give the athlete and nonathlete approximately equal advantage and require everyone to plan and work together (figure 2.9).
- The OTS aerobics program gets you in shape and encourages you to develop lifetime exercise habits. You are given several options to earn required aerobics points. These options include: running and walking, swimming, stationary cycling, handball, racquetball, basketball, and circuit weight training. In addition, you will be required to run at least twice a week. *The importance of arriving in good physical condition cannot be over emphasized.* If you arrive in poor physical condition, you *will be* behind!

Figure 2.7. Physical Fitness Training is a Challenge for All.

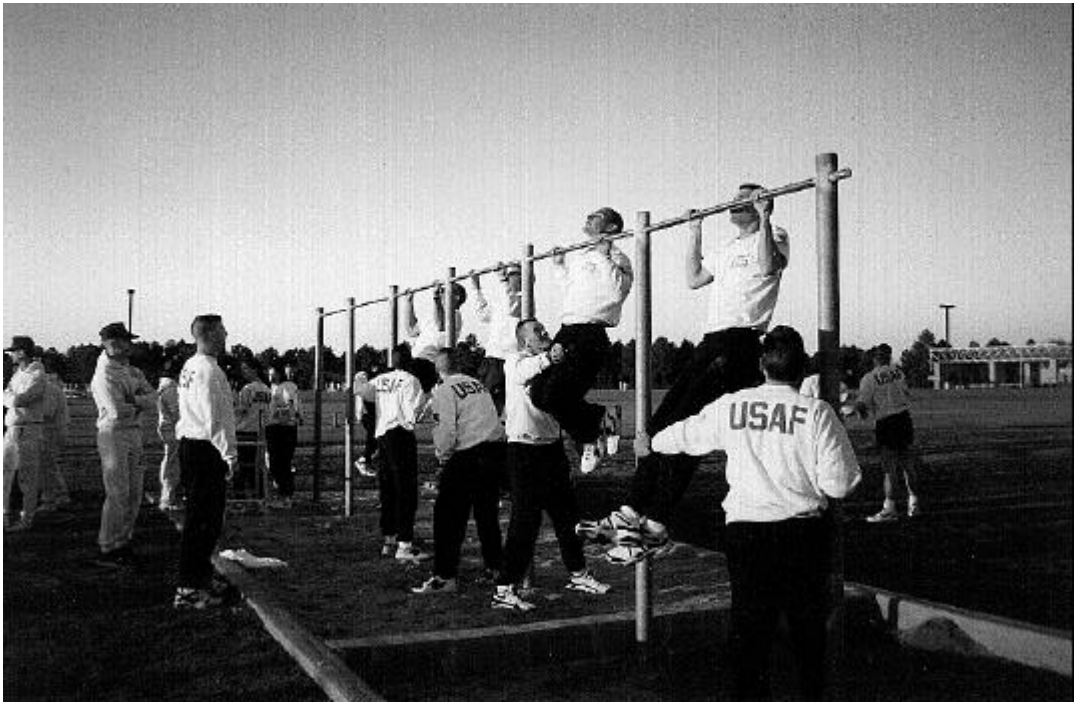


Figure 2.8. Running is a Daily Event.



Figure 2.9. Competition (Flickerball is Fast and Furious, but Fun).



Leadership Training:

- You'll be trained in drill and ceremonies and be called on to demonstrate your ability to command small groups in marching formation. This evaluates your ability to develop self-confidence, think on your feet, and act promptly and precisely in a mild stress situation. You'll participate in many parades during the program, culminating in the graduation parade.
- Field leadership training includes leadership reaction course exercises during which small groups of students practice handling stress situations that test their ability to reason quickly and lead effectively. You will participate in the Leadership Reaction Course (figure 2.10) and the Vigilant Warrior exercise which is a 4-day, 3-night field laboratory of leadership assessment. Also, you will complete marksmanship training which includes classroom training in addition to firing a 9mm handgun on a standard target range.

Figure 2.10. Leadership Reaction Course: Teamwork.



Evaluation Requirements:

- You're selected to attend OTS on the basis of your academic records, leadership potential, AFOQT scores, and demonstrated work performance. To begin, it is assumed your academic degree is evidence of your ability to assimilate facts and to carry a project through to completion. Once at OTS, your flight training officers and the OTS staff evaluate your potential for commissioned service. To successfully complete the program, you must pass four written examinations and a number of other performance tests. You will be evaluated on the following requirements:
 - *Run Test.* You will be required to run 1 1/2 miles within the time limits set for your age and sex. For men: under 30--12 minutes (12:00); 30 and over--12 minutes 30 seconds (12:30). For women: under 30--14 minutes 24 seconds (14:24); 30 and over--14 minutes 52 seconds (14:52).
 - *Physical Fitness Test.* You will be required to pass a physical fitness test consisting of

pullups (for men) or flexed arm hang (for females), standing long jump, push ups, sit ups, and 600-yard run. Upper body strength is critical to successfully complete this graduation requirement.

- *Drill Performance Rating.* You will be required to command a flight on the drill pad and lead it through a series of maneuvers (figure 2.11).

Figure 2.11. Drill Instruction Given by Military Training Instructors.



- *Oral Communications.* You will be required to give graded briefings and conduct simulated counseling sessions.
- *Written Communications.* You will be required to complete several writing assignments, culminating in a graded military letter and an evaluation report.
- *Officer Trainee Performance Reports.* Your flight training officers evaluate your military and professional qualities.

- *Counseling Practicum.* You must successfully complete a formal counseling session.
- *Consolidated Written Tests.* You'll take four written academic tests. You must score 80 percent or better on each test.
- *Student Publications Tests.* You'll also be tested periodically on trainee directives. These publications cover the guidelines used to operate the officer trainee wing.
- *Vigilant Warrior.* You will participate in a demanding field exercise to test your leadership ability.

Elimination from Training:

- In spite of the careful controls and procedures built into the initial selection process, some trainees fail to measure up to the potential suggested by their records at the time of selection. Also, during the selection process, sometimes it's difficult to screen out those individuals who aren't totally committed to completing the OTS program or those who are unable to adjust to the demands of a military environment.
- Students who do not meet OTS performance standards, cannot adapt to military life, or are unable to meet physical requirements will be eliminated from the program.
- Trainees who enlist specifically to attend OTS may elect, in writing, to either enlist in the Regular Air Force to complete the time remaining on their Reserve enlistment or be discharged immediately. If enlistment is elected and Air Force Personnel Center (AFPC) approves, the trainee cannot request separation at a later date based on elimination from training.

Final Processing:

- Out-processing from OTS is conducted in stages during the final weeks of training. After the graduation parade, you can begin your leave or travel to your next duty station.
- You'll receive a \$300 uniform allowance in your pay following graduation. Unless declined, you also receive \$1,200 advance pay which is paid back to the government at the rate of \$100 per month for the next 12 months. If you decline the advance pay, you may request advance travel pay based on the distance to your next duty station.

Graduation Functions:

- Individual squadron awards ceremonies are held during the final week of training, an awards ceremony for the entire graduating class is scheduled during graduation week, and commissioning ceremonies will be the morning of graduation. You are encouraged to invite

guests to all ceremonies.

- The Dining-out, a formal evening banquet rich in military tradition, is also held during the final week of training. All graduating trainees must attend. Guests are also welcome to attend this event. (Guest attendance may be limited due to class or facility size.)
- Commissioning ceremonies are the morning of the graduation parade. The graduation parade is held on the last training day and concludes the graduation ceremonies (figure 2.12).

Figure 2.12. Graduation Day Parade.



Commissioning:

- Once you've completed all OTS requirements and received a favorable security clearance check, you'll be administered the Oath of Office and commissioned a second lieutenant in the US Air Force Reserve on extended active duty.

- Taking the Oath of Office is a profound, powerful, and absolute personal commitment to be honored at the cost of life itself, if necessary. It marks an acceptance of a moral code which holds that a person's pledge is a sacred honor. The oath will be administered on the morning of your graduation by your flight training officers or another commissioned officer (active or retired) of your choosing.
- Your commission will state, in part, that the President of the United States places special trust and confidence in your patriotism, valor, fidelity, and abilities. A commission is the President's formal delegation of authority and responsibility to you, and you serve as an officer at the President's discretion. You'll hold your commission for life, unless it is formally revoked or you resign.

Duty Assignment:

- You should be assigned a specific career field before arriving at OTS. Once here, you'll fill out an assignment preference worksheet, listing preferences for base of assignment. The Air Force will then determine your duty assignment based on your desires and the needs of the Air Force at the time of selection.
- Trainees coming to OTS directly from active duty will know their base of assignment when they arrive at OTS. Other trainees are notified between the 6th and 12th week of training. By graduation, you will have your official assignment orders.
- During training, you'll receive counseling on your Air Force specialty and what it means in terms of a career. The personnel office located at OTS will work with you to resolve any problems. Normally, your Air Force specialty will not be changed once you are at OTS.

Technical Schools:

- Most newly commissioned lieutenants will attend a technical school after OTS. These schools provide training in your particular job area. They vary in length according to the specialty.
- You'll receive your technical school start date when you receive your orders during the last few weeks of OTS.
- Some officers go directly to their first duty assignment and attend a technical school at a later date. Others may remain at OTS until the start of technical school classes, but these stays are usually short.

Meeting the Challenge:

- Completing OTS and accepting a commission as an Air Force officer will mark a turning point

in your life. Few events or decisions have such a long-term impact on the course of your life. Upon graduation from OTS, you'll become a member of an elite group, charged with leading and managing an awesome military power and defending the freedoms cherished by Americans everywhere.

- Our calling demands dedication and a sense of integrity that accepts no compromise. You'll become part of an organization that derives its strength from the common purpose of its members. Working with that team, you can meet the challenge of commissioned Air Force service.

CHAPTER 3

COMMISSIONED OFFICER TRAINING (COT)

Introduction:

- When you accepted your commission in the United States Air Force, you became, first and foremost, an Air Force officer. As such, you voluntarily assumed a new set of responsibilities to go along with those you already have as a well-trained specialist. Actually, you're now a member of two very noble professions--the military and your specialty. The past several years were spent in intense study learning your specialty. It's now vital you learn the responsibilities, as well as the privileges, that go along with your commission. That's what commissioned officer training is designed to do--teach you the officership half of your dual profession.
- The following information should help ease your transition from civilian to military life and answer the most frequently asked questions as you prepare for commissioned officer training.
- Commissioned officer training (COT) is located at Maxwell Air Force Base - Gunter Annex, Montgomery, Alabama. The program provides initial officership training for commissioned officers serving in the US Air Force as medical officers, lawyers, and chaplains. The course is approximately 4 weeks long, and it replaces AFOOC, HPOIC and MIMSO.

How to Prepare:

- The first thing you should do is prepare yourself mentally. By this, we mean come with a positive attitude. We're looking for highly motivated, enthusiastic Air Force officers.
- Upon arrival, you'll have your height and weight checked. You should not exceed your maximum allowable weight (attachment 6). If you do exceed your maximum allowable weight, as a minimum, you'll be entered into the Air Force's Weight Management Program. In the worst case, you could be administratively discharged. You'll also do some running and participate in a self-paced aerobics program. If you haven't done so, we urge you to begin a physical fitness program! We also suggest you do some sit ups and push ups or weight training (especially for upper body strength) to prepare you for some of the leadership laboratory activities. You'll find the COT physical fitness training is easier and more valuable to you if you arrive in good physical condition. Be sure to bring comfortable, well broken in running shoes. If you wear shoe inserts, bring them. If you have had problems with shin splints, see a podiatrist prior to your arrival.
- As part of your physical fitness program, we strongly encourage everyone who smokes or uses smokeless tobacco products to quit before attending COT. The use of any tobacco products is

not authorized while attending commissioned officer training.

- You'll also need to make some financial arrangements prior to your arrival. There are a number of expenses incurred immediately upon arrival here, not the least of which is the purchase of uniforms.
- Be prepared to pay for your room and all your meals. You'll be reimbursed for these expenses at a later date. Your room cost will be \$8 per day, plus any long distance phone calls charged to your room. Meals cost approximately \$2 each. There are also some miscellaneous expenses you should be prepared to meet, such as the Dining-in and Dining-out. These total approximately \$60. For meals and miscellaneous expenses, plan to bring at least \$400. The dining facility does not accept charge cards, but the Base Exchange, Billeting, and Military Clothing Sales do accept some charge cards. Plan on spending approximately \$1,500 on uniform purchases. The bottom line is: You'll need at least \$2,000 for essentials to cover room, board, clothing, and miscellaneous expenses. It's best to bring travelers' checks instead of cash. Reserve component members should be able to purchase all the uniforms they require for approximately \$550. In addition, purchase price of the mess dress is approximately \$250.
- Personal checks for up to \$300 (or \$100 "starter checks") a day may be cashed at all base exchanges worldwide, and personal checks for up to \$200 a day may be cashed at the Maxwell AFB Officer's Club and Gunter Annex Consolidated Club (if you are a member).

Military Pay During Commissioned Officer Training:

- (For active duty officers) You'll be eligible for advance pay (\$1,600) as soon as you process in and meet with accounting and finance personnel. Whether or not you request advance pay, you must have an established checking account and a checkbook. If you do not have a checking account, you need to open one prior to arrival at COT. Be sure to bring your checkbook with you.
- The Air Force Direct Deposit/Electronic Funds Transfer (DD/EFT) System is a program whereby your net pay will be forwarded to a financial institution of your choice. A direct deposit form (SF 1199A) must be completed and signed by you and your financial institution before you arrive at OTS. Please bring the completed form with you (if not accomplished, your pay may be delayed).
- As we said before, you may request advance pay; however, it'll take approximately 1 week for the Finance Office to transfer the funds to your account via electronic funds transfer.
- Reservists and Air National Guard (ANG) students must be paid by their home units before (or after) attending training. Reservists may receive their \$200 clothing allowance in advance.

- You'll be busy buying lots of uniform items! There are several ways to handle this situation:
 - You may charge all your uniforms on any major credit card and bank your advance pay.
 - If you qualify, you may charge a maximum of \$500 for uniforms under the Uniform Clothing Deferred Payment Plan (UCDPP).
 - Simply write a check for all your uniforms, provided your bank account can handle it! Don't forget, the total will be close to \$1,500.
- If this seems confusing to you, don't worry. You'll have plenty of opportunities to ask all the questions you want about pay and allowances when accounting and finance personnel meet with you during inprocessing.

Things to Bring:

- You'll need to hand-carry all your important personal documents (see section entitled "Inprocessing").

Arrival:

- OTS is easily accessible by commercial transportation or private automobile. If you choose to drive a privately owned vehicle, you'll be reimbursed either the cost of a plane ticket or \$.31 per mile from the address listed on your orders to OTS, whichever is cheaper. If you wish to fly, make arrangements through your recruiter (or unit if you are ANG or AFRES) to purchase an airline ticket.
- You should follow the instructions on your orders to report to Maxwell or Maxwell-Gunter Annex. The reporting time, date, and location are critical because inprocessing will begin upon your arrival. If you are delayed or detained, notify OTS as soon as practical by telephone. The commercial telephone number is (334) 416-1598, or toll free 1-800-854-0188. If you have defense switched network (DSN) capability, the number is 596-1598. Failure to notify could result in your class assignment being rescheduled or canceled.

Travel to Maxwell - Gunter Annex:

- The first thing you have to do is decide whether you're going to fly or drive. If you drive, you'll have more flexibility and a better opportunity to see Montgomery and enjoy the benefits offered by Maxwell Air Force Base. You'll be training at the Maxwell Air Force Base-Gunter Annex. Keep in mind that Maxwell Air Force Base and the Maxwell Air Force Base-Gunter Annex are approximately 10 miles apart.

- If you plan to take air transportation to Montgomery, contact your recruiter or your AFIT program manager (HPSP students). They will get the airline tickets for you. Carefully check to be sure you'll arrive in Montgomery the day before class starts, between 0600 (6:00 a.m.) and 1400 (2:00 p.m.). We start inprocessing very early the following day. Military bus transportation will be made available to the greatest extent possible to correspond with arriving flights. A base taxi can be used if at least four students will be riding. If you have a group awaiting transportation, call the military taxi dispatcher at 953-5038. You may call any of the civilian taxi services; be sure to get a receipt--this is a reimbursable expense.

How to Find Gunter Annex:

- If you decide to drive to Maxwell - Gunter Annex, the following directions will be useful:
 - 1) When approaching Montgomery from the north on I-65, turn right at the North Boulevard exit. Follow North Boulevard in an eastern direction for approximately 4 miles. At this point, you will be near the intersection of North Boulevard and US 231 where you will see signs directing you to Gunter Annex. Turn off North Boulevard to the right and you will find the main gate to Gunter on your left after traveling about 1 mile.
 - 2) When approaching Montgomery from the east on I-85, turn right off I-85 at the East Boulevard exit. Follow East Boulevard in a northern direction for approximately 2 miles. Turn off East Boulevard to the right at the Wetumpka exit. As you come off the Wetumpka exit, turn left at the traffic light. After traveling about 1 mile, the main gate for Gunter will be on your left.
 - 3) When approaching Montgomery from the south on I-65, continue on through most of the city until you see the North Boulevard exit. Turn right off I-65 on the North Boulevard and follow the same directions to Gunter listed in paragraph 1 above. If you are coming into Montgomery from the south on US 231, turn right on to East Boulevard and proceed in a northern direction until you see the Wetumpka exit. Turn right off of East Boulevard at the Wetumpka exit. Then follow the signs to Gunter.
 - 4) If you are approaching Montgomery from the west coming from I-20 and US 80, follow the signs to I-65 North. Follow I-65 North for approximately 2 miles until you are at the North Boulevard exit. Turn right off I-65 on to North Boulevard. Then follow the same directions to Gunter listed in paragraph 1 above.
- See map at figure 1.1.
- (For active duty officers only) Once you enter active duty, the Air Force will pay your travel from your home to Maxwell - Gunter Annex and then from Maxwell - Gunter Annex to your next duty assignment. If you desire to make any variations in this travel (many officers want to go back home to get their families), IT MUST BE DONE AT YOUR OWN EXPENSE.

Additionally, if you take any time in excess of that authorized as travel time, YOU WILL BE CHARGED LEAVE.

Living Conditions:

- You'll live in the Maxwell Air Force Base - Gunter Annex dormitories. Students are assigned an individual room that is carpeted and well-furnished to include cable television, telephone, clock radio, desk, straight chair, mirror, refrigerator, easy chair/recliner, and end table, lamps, desk light, and wardrobes. Local calls are free; long distance calls must be paid for at the billeting office. We recommend bringing padlocks to secure the two wardrobes and one to secure a luggage bin. If you plan to use the base gymnasium while at COT, you should also bring a padlock to secure your valuables while there. Supplies such as linens, towels, soap, irons, and ironing boards are provided by billeting. We recommend you bring extra towels since the billeting office cannot always issue extra towels on demand. All quarters are air-conditioned and heated and there are washers and dryers available for student use at no charge. Students are liable for damaged furnishings and linens--report any problems immediately to the billeting office. Billeting provides custodial service for all rooms and community areas 6 days a week.
- Family members will not be able to reside with you in the dormitory.

Dining Facilities:

- You'll eat most of your meals at the dining facility while you're here. Bring a copy of your orders with you when you go the dining facility to verify your authority to eat there. You also need small bills (\$5 or less); the dining facility does not accept checks, travelers' checks, or credit cards.

Mailing Address:

- To ensure the prompt delivery of your mail, use the following address:

Grade and Name
PSC #3, Box 3000
Commissioned Officer Training, Class 98-XX
Maxwell AFB - Gunter Annex AL 36114-5000

Inprocessing:

- ***Important Papers.*** The following papers may be needed during your COT inprocessing: (Active duty, Reserve, and Air National Guard (ANG) who have already inprocessed into their base may not need all this material. If there is a question, please call OTS (334-416-1596 or DSN 596-1596) for more information.)
 - *All COT Students:*

- Any recent medical tests or records.
- A recent panoramic dental x-ray (if you have one).
- Immunization record (if you have one).
- Marriage certificate (original).
- Children's birth certificates (originals).
- All copies of orders plus any amendments.
- Car registration, driver's license, and insurance papers if driving.
- Addresses of Servicemen's Group Life Insurance beneficiaries you will designate.
- Notebook and black ballpoint pen.
- Military ID card, if you have one.
- Checking account number and a direct deposit form (SF 1199A) signed by bank.
- *If Prior Service:*
 - DD Form 214, **Certificate of Release or Discharge from Active Duty.**
 - DD Form 368, **Request for Conditional Release from Reserve or Guard Component.**
 - AF Form 526, **Point Summary Sheet from ANG or AFRES.**
 - NGB Form 22, **Report of Separation and Record of Service** (if applicable).
- Reproduced Copies of the Following Documents (they do not have to be notarized with raised seal):
 - *Physicians:*
 - Copy of Certification by American Specialty Board (if applicable).
 - Copy of Residency Completion Certificate.
 - *Air Force Institute of Technology (AFIT) or Health Professions Scholarship Program (HPSP) Graduates:*
 - Diploma from medical school. Certificate of internship.
 - Certificate of residency training.
 - State license.
 - *Dentists:*
 - Diploma from dental school.
 - State license.
 - Advanced training certificates.

NOTE: AFI 44-119, *Medical Service Clinical Quality Management*, specifies that anyone independently providing direct health care services to a patient (such as, physicians, dentists, nurse practitioners, nurse anesthetists, midwives, physician assistants, clinical psychologists, social workers, optometrists, or podiatrists) must bring a reproduced copy of their formal education, training, and clinical experience records for entry into their Air Force records.

Curriculum:

- The COT curriculum is specifically for commissioned officers and is designed to prepare you to assume your role as a leader in today's Air Force. Though the COT program is considerably shorter than the basic officer program, we still provide you with the classes critical to your success in the Air Force. Our goal is to set you up for success. With that in mind, our curriculum is divided into the following areas:
 - ***Drill and Ceremonies***. Yes, we're going to teach you some basic marching skills. This is the most effective method of moving a large mass of people from one area to another. More importantly, it teaches self-discipline and leadership.
 - ***Health and Fitness***. We touch briefly on the importance of a good physical fitness program. You'll participate in an aerobic program to get you in shape and maintain a healthy life style. When you arrive, you'll be weighed to ensure you meet Air Force standards.
 - ***Communication Skills (CS)***. CS curriculum provides the basics of Air Force writing style. Emphasis is on Air Force writing formats and how to write enlisted performance reports.
 - ***Professional Knowledge (PK)***. Our PK curriculum is designed to ensure you acquire the skills and knowledge unique to the military profession. Specifically, we teach you military customs and courtesies, dress and grooming standards, Air Force rank structure, and how you, as an officer, must relate to enlisted personnel.
 - ***Defense Studies (DS)***. Our DS curriculum is structured to help you gain indepth knowledge of Air Force history, our mission and organization.
 - ***Leadership Studies (LS)***. This is the largest portion of our curriculum. Here you'll study the Air Force Core Values and various leadership styles. You'll also be given an opportunity to put some of them into practice during our many practical exercises.
 - ***Military Training and Application (MTA)***. The MTA curriculum is designed to allow you to better assimilate the principles and concepts taught throughout the course. As part of the instruction, you'll participate in a number of outdoor leadership exercises.

- **Medical Readiness Indoctrination Course (MRIC)** (For medical service officers only). While here, you'll receive some orientation classes on medical subjects and get a chance to experience a medical field exercise to better understand basic military medical philosophy. MRIC is a 2-day course conducted after completion of the COT program.

Graduation and Outprocessing:

- On the last training day, a formal graduation ceremony concludes your training.
- Officers not remaining for the MRIC course are free to leave following the graduation ceremony. If driving, plan to depart the following day to allow for adequate rest. Do not schedule airline reservations prior to 1900 (7:00 p.m.) on graduation day.

Helpful Telephone Numbers:

- Commissioned Officer Training Staff
(334) 416-1598
1-800-854-0188
DSN 596-1598
- Billeting Office
DSN 596-3360
(334) 416-3360
(334) 416-5501
- SATO (travel arrangements)
1-800-301-1543

CHAPTER 4

GETTING STARTED

US Air Force's Mission, Vision, Environment, Values, and Principles:

- Many Air Force leaders from Hap Arnold to the present generation have practiced a quality-focused leadership style. Quality is a fundamental responsibility of leadership that can't be delegated. Commanders must persistently communicate an operating style through actions, attitudes, and behavior that conveys a commitment to quality. Today's leaders must clearly define and communicate our purpose and what we want to be--our mission and vision. They must provide continued growth opportunities along with the tools and training needed to accomplish the mission.

The Air Force Mission:

- *To defend the United States through control and exploitation of air and space.*
- Our mission describes the task we face, the forces we bring to the fight, what we hope to achieve, and the medium in which we operate. It is ongoing, enduring, and symbolic of goals that will stand for long periods of time. A clear understanding of the mission is essential for people in any organizational unit to effectively identify and analyze their performance.

The Air Force Vision:

- *Air Force people building the world's most respected air and space force...global power and reach for America.*
- A vision is a picture of the future. More than a slogan, a vision is what we want to become. While our mission describes the business we're in, our vision determines our direction and helps us focus on what's important. It doesn't happen overnight. It's a slow, steady process we work with every day as we continue to stay focused on what's important to us.
- *Air Force people--who really are: talented, well-trained, hardworking, and deservedly proud. We are the key to fulfilling the Air Force vision. Building conveys our connection from the Air Force of the past to the Air Force of the future. Those who went before us created the best Air Force in the world. Our task is to build on that foundation, and to become the world's most respected air and space force. Our product is global power and reach--the full range of aerospace combat capability. Most important: America--our country, our customer, our reason for existence.*

Air Force Core Competencies:

- Our nation's Air Force develops, trains, sustains, and integrates the elements of air and space power to produce:
 - Air and space superiority.
 - Global attack.
 - Rapid global mobility.
 - Precision engagement.
 - Information superiority.
 - Agile combat support.
- Speed, flexibility, and the global nature of its reach and perspective distinguish the Air Force's execution of its core competencies.

Quality Air Force Environment:

- Our operating style, values, and principles define who we are, what we stand for, and the best ways to operate a Quality Air Force. They describe an operating environment commanders strive to create. Leaders at all levels must take the initiative to ensure we all do our part to develop and support the Quality Air Force environment.

Operating Style:

- Leaders demonstrate their willingness to support a Quality Air Force environment through specific behavior. Together, these behaviors help create a distinctive, easily recognized style. We expect our leaders to create a positive working environment, delegate responsibility, set goals, get people involved, and work toward continuous improvement.
- *Create a working environment that inspires trust, teamwork, and pride.* Trust and teamwork instill pride and a sense of mission ownership--producing quality professionals.
- *Delegate responsibility and authority to teams.* This is the key to quality and innovation. Provide teams the training and resources they need, and watch them accept accountability for results.
- *Set goals, measure progress, and reward performance.* Develop and clearly communicate goals supporting the Air Force vision. Align organizational and individual work section objectives from top to bottom. Evaluate progress and celebrate successes.
- *Give everyone a stake in the outcome.* Empower people and let them have ownership of processes and products.

- *Strive for continuous improvement.* Challenge the concept of business as usual. Understand customer's needs and requirements. Whatever you do, learn to do it smarter.

Values:

- The Air Force holds certain ideals--values that are the heart and soul of our proud heritage and essential to our future success. *Integrity First, Service Before Self, and Excellence in All We Do*--these are the Air Force Core Values. They are the common bond among all comrades in arms, and they are the glue that unifies the force and ties us to the great warriors and public servants of our past.
- *Integrity first* provides the foundation of trust--standing by our word and our commitment to honesty. Integrity is the willingness to do what is right even when no one is looking. It is the bedrock of professionalism. Integrity includes the traits of courage, honesty, responsibility, accountability, justice, openness, self respect, and humility.

*"Trust men and they will be true to you; trust them greatly,
and they will show themselves great."*

Ralph Waldo Emerson

- *Service before self* reminds us that military service is a calling. Air Force members must subordinate personal needs to the mission, the people, and the nation. In addition, leaders must measure personal success in terms of mission accomplishment and the welfare of their people. Service before self includes the following behaviors: rule following, respect for others, discipline and self control, and faith in the system.

*"Everyone in the organization must serve the customer...or support
someone who does."*

Anonymous

- *Excellence in all we do* directs us to develop a sustained passion for continuous improvement and innovation that will propel the Air Force into a long-term, upward spiral of accomplishment and performance. As military professionals, we must be in continual pursuit of excellence in every aspect of our lives. The traits of excellence are: product/service excellence, personal excellence, community excellence, resources excellence, and operations excellence.

"We are what we repeatedly do. Excellence, then, is not an act but a habit."

Anonymous

Principles:

- Our values are supported by a set of basic principles. Much like a creed, these principles

provide a road map to help us reach our objectives.

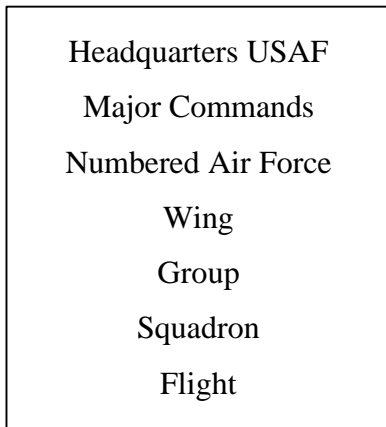
- *Leadership involvement* paves the way by demonstrating commitment through action. This includes setting the vision, policies, priorities, and strategies. Leaders must also clearly communicate these actions by creating an environment that supports trust, teamwork, risk taking, initiative, reward, and continuous improvement. Our daily behavior must reflect a total commitment to quality and a willingness to do what it takes to design quality into tomorrow's Air Force.
- *Dedication to mission* is reflected in all we do to achieve organizational success. No matter what the role is--from flight line to family care--every member of the team is important. Each of us is critical to the team that achieves global power and reach for America.
- *Respect for the individual* comes about through the recognition of individual skill and contribution. Every individual is valued for his or her own worth as a professional. Rank and level of responsibility are minor factors in considering individual respect. Success lies in understanding how each person can make an important contribution to your team.
- Tearing down functional walls and eliminating unnecessary layers of bureaucracy results in *decentralized organizations*. Organizational alignment designed to support critical processes benefits the customer, stakeholder, and the environment. Quality Air Force puts decision-making authority back in the wings and squadrons.
- One of the more challenging paradigm shifts necessary in the Quality Air Force environment is what some leaders perceive as surrendering power to subordinates. In reality, *empowerment at the point of contact* gives people the opportunity, authority, and resources needed to get the job done. When managed wisely, empowerment enhances the role of leaders and followers. The goal is to create an environment in which subordinates, with proper training, can continually improve the organization. A positive working environment like this encourages innovation and risk taking--important factors in the cultural change process.
- *Management by fact* uses realistic measures to help indicate *when, where, and how* to improve our most important processes. In today's complex world, decision cannot rest on mere guesswork. Data-driven decisions based on quantitative measurement can help us break through to a smarter, more productive way of doing business.

Air Force Organization:

- For a military organization to be effective, it must be tied in with the national command structure. Likewise, the command structure of the Air Force is also tied into the national command structure. Also, just like the Departments of the Navy and the Army, the Department of the Air Force is headed by a civilian, the Secretary of the Air Force. With the Secretary of the Air Force heading up the Department of the Air Force, the command structure goes through

seven echelons of command, ranging from Headquarters USAF at the top to a flight at the bottom (figure 4.1). Before taking a closer look at the echelons of command, it must be noted that each echelon of command sets policies, priorities, and procedures for those below it in accordance with directives set by the parent organization.

Figure 4.1. Echelons of Command.



- At the top of the echelons of command, we of course begin with headquarters (HQ). Because of the constitutional requirement for the military to be under civilian control, you'll find both a civilian side and a military side at this level of command. The civilian side is headed by the Secretary of the Air Force while the military side is headed by the Chief of Staff of the Air Force.
- The **Secretary of the Air Force** conducts the administrative affairs of the department and is directly responsible to the Secretary of Defense. In the overall administration of the department, the secretary handles matters relating to fiscal spending, production, procurement, and legal plans and programs. (The secretary is not directly concerned with operations.)
- For handling administrative matters, the Office of the Secretary includes the Under Secretary, 4 assistant secretaries, as well as 11 other assistants, advisors, or directors, as shown by figure 4.2. The heads of these offices are staff advisers to the secretary for the functions assigned to them. The assistant secretaries act for and with the authority of the secretary on any matters within their respective areas of responsibility.
- **The Air Staff**, commonly referred to as Headquarters USAF, furnishes professional assistance to the Secretary, Under Secretary, and assistant secretaries. The Air Staff is a headquarters functional organization under the Chief of Staff of the Air Force (CSAF). It includes management functions that cannot be delegated or decentralized elsewhere, but are needed by

the Secretary of the Air Force and the Chief of Staff to set present and future designs and structures of the Air Force.

- **The Chief of Staff (CSAF)** of the Air Force is the military head of the Air Force and is directly responsible to the Secretary of the Air Force for the efficiency and operational readiness of the Air Force. The CSAF is also a member of the Joint Chiefs of Staff (JCS). The Chief of Staff delegates virtually all functions as the US Air Force military head to the Vice Chief of Staff when demands of JCS duties necessitate such actions. The Vice Chief works directly with the Air Staff, making decisions and issuing orders in the name of the Chief of Staff.
- Moving to the next echelon of command we come to major command (MAJCOM). The MAJCOMs of the Air Force perform specific duties that are organized functionally within the United States and by geographical area overseas. Figure 4.3 lists all MAJCOMs in the Air Force. At the same level as MAJCOMs, but separate from them, we also find field operating agencies (FOA) (figure 4.4) and direct reporting units (DRU) (figure 4.5). While MAJCOMs accomplish a broad, overall mission, FOAs and DRUs perform a more specific mission. We'll look closer at MAJCOMs, FOAs, and DRUs later.
- Below MAJCOMs we find Numbered Air Force (NAF). This is the level of command where we'll begin to find operational activities being conducted. NAFs are structured to a strictly operational and war-fighting role. They don't have support functions. The net effect is that NAFs are dedicated to operational planning and employment of forces. They are not another level of management headquarters.

Figure 4.2. Air Force Organization.

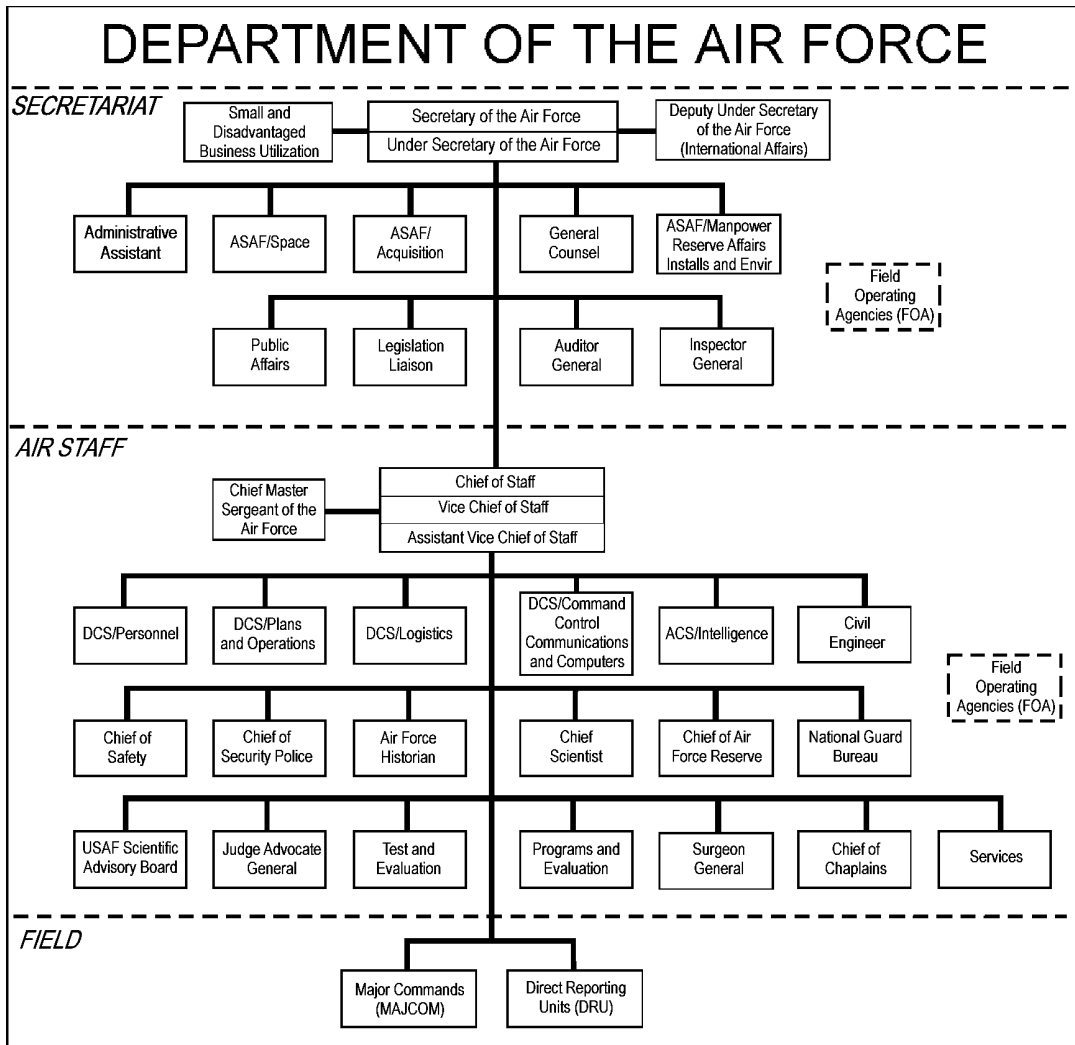
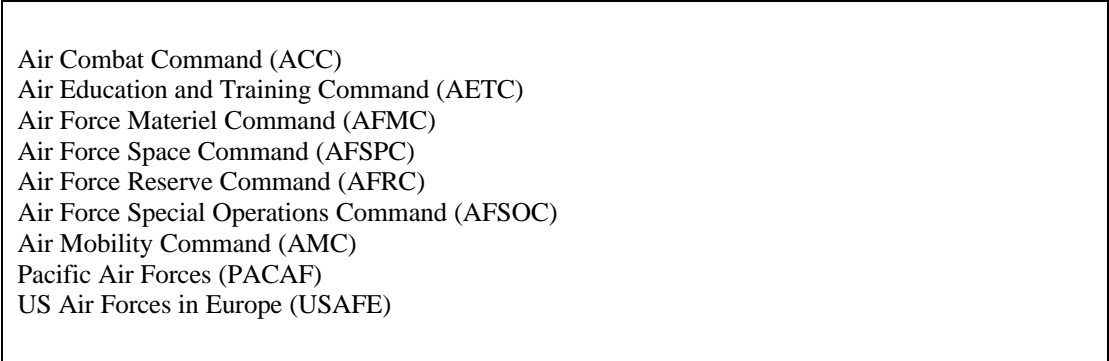


Figure 4.3. Major Commands of the USAF.

Air Combat Command (ACC)
Air Education and Training Command (AETC)
Air Force Materiel Command (AFMC)
Air Force Space Command (AFSPC)
Air Force Reserve Command (AFRC)
Air Force Special Operations Command (AFSOC)
Air Mobility Command (AMC)
Pacific Air Forces (PACAF)
US Air Forces in Europe (USAFE)

Figure 4.4. Field Operating Agencies.

Air Force Audit Agency
Air Force Base Conversion Agency
Air Force Center for Environmental Excellence
Air Force Civil Engineering Support Agency
Air Force Civilian Personnel Management Center
Air Force Communications Agency
Air Force Cost Analysis Agency
Air Force Doctrine Center
Air Force Flight Standards Agency
Air Force Frequency Management Agency
Air Force Historical Research Agency
Air Force History Support Office
Air Force Inspection Agency
Air Force Legal Services Agency
Air Force Logistics Management Agency
Air Force Management Engineering Agency
Air Force Medical Operations Agency
Air Force Medical Support Agency
Air Force News Agency
Air Force Office of Special Investigations
Air Force Operations Group
Air Force Pentagon Communications Agency
Air Force Personnel Center
Air Force Personnel Operations Agency
Air Force Program Executive Office
Air Force Real Estate Agency
Air Force Review Boards Agency
Air Force Safety Center
Air Force Security Police Agency
Air Force Services Agency
Air Force Studies and Analyses Agency
Air Force Technical Applications Center
Air Intelligence Agency
Air Reserve Personnel Center
Air Weather Service
Joint Services Survival, Evasion, Resistance, and Escape Agency

Figure 4.5. USAF Direct Reporting Units.

Air Force Operational Test and Evaluation Center (AFOTEC)
United States Air Force Academy (USAFA)
11th Wing

- The next step down brings us to the first major player in carrying out the operational tasking of higher commands - the Wing (WG). A wing's mission is to develop and maintain the capability to conduct warfare, or support that conduct. It contains all the elements within its staff structure needed to perform the mission and operate from a base. Later in this reading we'll discuss unit organization and look more closely at wing organization at that time.
- The next echelon of command after the wing is the Group (Gp). A group is a flexible unit made up of two or more squadrons whose functions may be operational, support, or administrative. The squadrons may have identical, similar, or different missions.
- One of the more important echelons of command is the next level - the Squadron (Sq). The squadron is the fundamental unit of the Air Force. It's also the lowest formal echelon of command. The squadron is second only to the wing in importance for carrying out the mission. It is the building block for the Air Force--whether it's for operations, logistics, or support. If the scope of a wing's mission is changed, it's usually done by adding or subtracting squadrons. It's through the squadron that the day-to-day mission is accomplished. In addition, the squadron is the lowest echelon in the Air Force that can deploy and operate for any length of time on its own.
- Our final level in the command structure is more an organizational tool than a formal echelon of command - the Flight (Flt). The flight adds structure and control to the squadron. Typically little, if any, real command power exists at the flight level.
- Before moving on, let's back up and take another look at the echelon of command for MAJCOMs. As already mentioned, this level of command also includes FOAs and DRUs. It's at this level of command that all tasks and functions performed by the Air Force are delegated to the appropriate organization. Regardless of the job you'll perform in the Air Force, the unit you're assigned to will answer back to either a MAJCOM, an FOA, or a DRU. In order to know whether a particular task should be assigned to a MAJCOM, an FOA, or a DRU, we must first know the definition of each.
- A MAJCOM is defined as a major subdivision of the Air Force assigned a major part of the Air Force mission. MAJCOMs are directly subordinate to HQ USAF. The Air Force currently has

nine MAJCOMs.

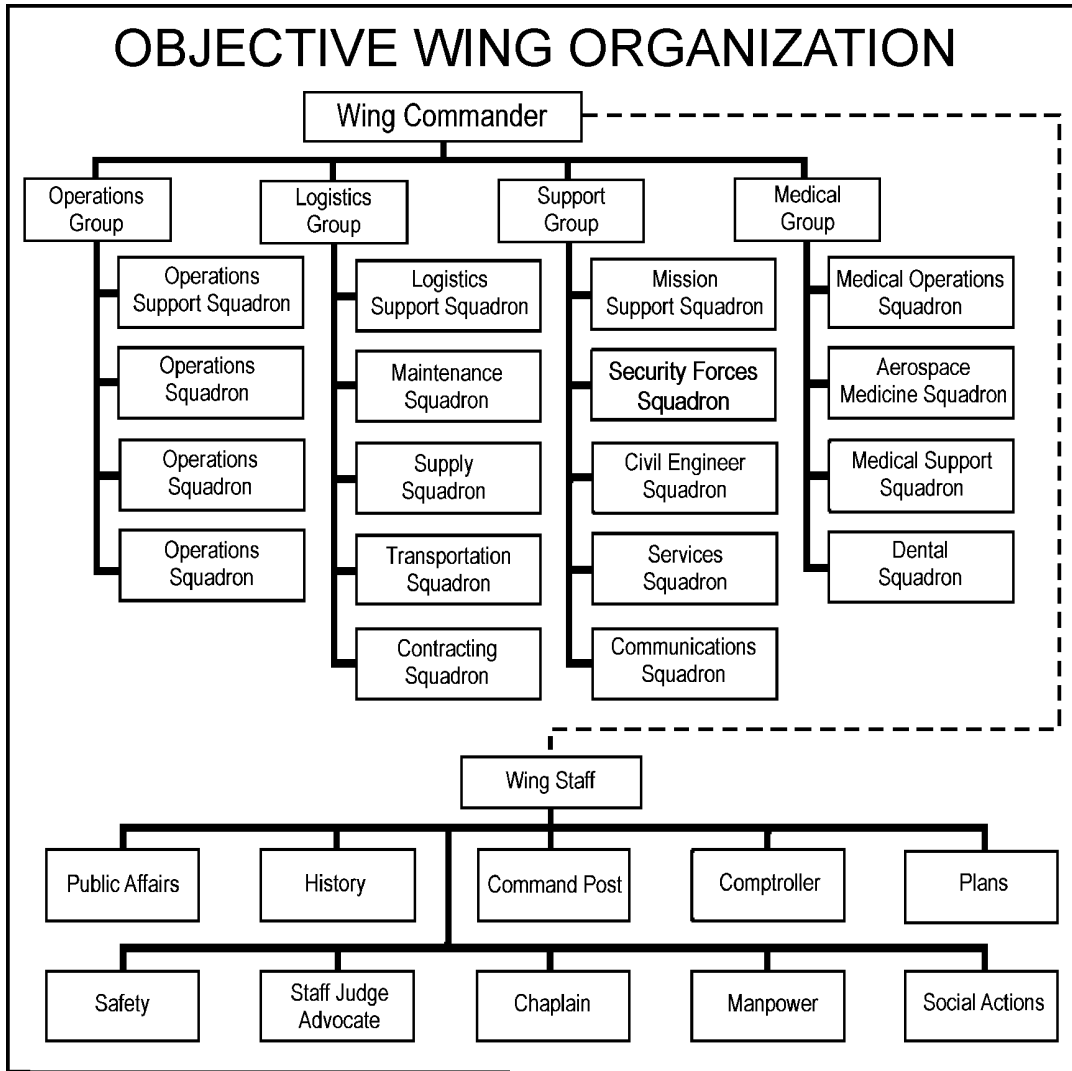
- While the mission of a MAJCOM is broad in scope, the mission of an FOA is more specific. An FOA is defined as a subdivision of the US Air Force that carries out field activities under the operational control of a HQ USAF functional manager. The mission of an FOA does not fit into the mission of any of the MAJCOMs. Still, an FOA's mission is usually accomplished in support of the Air Force's broad mission. Currently, there are 36 FOAs in the Air Force.
- Finally, we find DRUs at the same level as MAJCOMs and FOAs. Like the FOAs, the missions of DRUs are specific in nature. Unlike the FOAs, however, the DRUs' missions are also unique. While DRUs support the mission of the Air Force as a whole, the unique nature of DRUs' missions does not directly support either MAJCOMs or FOAs. A DRU is defined as a subdivision of the US Air Force directly subordinate to HQ USAF which is not under the operational control of a HQ USAF functional manager because of a unique mission, legal requirements, or other factors. The mission of a DRU does not fit into the mission of any of the MAJCOMs or FOAs. Figure 4.5 lists the three DRUs in the Air Force.
- So far we've talked about the organizational structure of the Air Force. We've introduced you to the different echelons of command from headquarters at the top to flights at the bottom. Now, we'll turn our attention to our last point of discussion and look closely at unit organization.

Unit Organization:

- As already mentioned when we discussed the echelons of command, the squadron is the level of command where the day-to-day activities of the mission are performed. We also mentioned that when it comes to performing the mission, the squadron is second only to the wing. While the internal organization of squadrons is more likely to vary from unit to unit, the internal organization of the wing is fundamentally the same for all wings in the Air Force. For these reasons, we'll limit our discussion of unit organization to the wing level.

Objective Wing Organization: (see figure 4.6)

- Since 1991, the Air Force has undergone a dramatic restructuring. The changes streamlined staff structures at all levels and provided for a smaller Air Force, still able to respond to regional threats and conflicts around the world while achieving optimum utilization of the available assets and resources.

Figure 4.6. Objective Wing Organization.

- A base's wing commander will normally be a brigadier general, and the vice commander will be a colonel. The wing will consist of an operations group, a logistics group, a support group, and a medical group, each under the direction of a group commander (grade of colonel).
- Staff functions exist within each group to enable group commanders to concentrate on their

principle purpose: keeping fit for all Air Force operations. Thus, each operations group will consist of a number of operations squadrons and an operations support squadron. According to General McPeak, our former Chief of Staff of the Air Force, the group commander is, "... not a staff officer, he's a commander, a walking-around leader who doesn't have to sit in his office supervising staff activities."

- Lieutenant colonels usually command the squadrons in each operations group. Each squadron will have an operations officer and a complement of pilots, as well as a maintenance officer who'll oversee the flight line maintenance personnel assigned to the squadron's airplanes. The maintenance officer will also be responsible for the squadron's sortie generation and sortie support activities.
- Like their operations group counterpart, logistics group commanders will be on-the-go leaders who leave most management details to their squadron commanders. The only function under their direct supervision is quality assurance. Squadron commanders provide all the maintenance and resource management staff functions.
- The logistics group of each wing is responsible for wing intermediate level maintenance away from the flight line and incorporates a maintenance squadron to do the job. Additionally, the logistics group of the wing includes squadrons for supply, transportation, and logistics support.
- The third group in the wing is the support group. Like the other two groups, the commander is a colonel. Each wing's support group will include a mission support squadron, a security forces squadron, a civil engineering squadron, and a base communications squadron, as well as squadrons to provide for services and morale, welfare, and recreation. The fourth group, medical, is self-explanatory.
- Normally, the objective wing organization will only have the aforementioned four groups assigned. However, the scope of the mission of some wings may require squadrons under one of the four groups to be detached to form a separate group under the wing commander. These additional groups could include, but aren't necessarily limited to, a communications group, a security forces group, and (or) a civil engineering group. These additional groups will usually apply only to the larger wings.

Composite Wing Organization:

- While the objective wing organization is changing the structure of Air Force wings, the composite wing is changing the types of aircraft assigned to each wing. Previously, most air wings consisted of only one aircraft type. Depending on the wing's mission, the aircraft would be bombers, tankers, transports, fighters, etc. Two primary reasons for having only one aircraft type in each wing were to simplify logistics and maintenance. This no longer holds true today. Improvements in the technology of aircraft have improved reliability, thus reducing maintenance requirements. Also, many newer aircraft types have similar, interchangeable

components that simplify logistics.

- The concept of the composite wing has been around for some time, but has rarely been implemented by the Air Force. But what exactly is a composite wing? It is a wing consisting of a variety of aircraft types all under a single wing commander. The exact types of aircraft assigned will depend on the wing's particular mission (figure 4.7).

Figure 4.7. Possible Makeup of a Composite Wing.

Capability		Aircraft
Multi-Role	24	F-16C
Night/Under Weather Attack	12	F-16C (LANTIRN)
Long Range/Precision /Guided Munitions	12	F-15E
Air Superiority	24	KC-135R
Air Refueling	3	E-3A
Surveillance/Control	3	E-3A

- Whatever its mission, the wing will have all the aircraft it needs to carry out the operational aspect of its mission, as well as provide the necessary combat support.
- To give you a better understanding of a composite wing, we'll use the sample wing shown in figure 4.7. The mission of this wing is air intervention. It's designed to go anywhere and project air power - quickly. When a crisis flares up in a hot spot somewhere in the world requiring a US response best served by air interdiction, our sample wing could be tasked to perform this mission. When the wing deploys, it will take all the aircraft necessary to accomplish all aspects of the mission: air superiority, ground support, air interdiction, aerial refueling, surveillance/command and control, transport, etc. This simplifies the process of issuing mission orders. With a composite wing, only one wing is tasked. A closer look at figure 4.7 reveals at least five basic aircraft types, but since they all belong to one wing, only one wing is needed to perform the mission. Previously, to carry out this mission, a strike package would be assembled by tasking at least five wings to provide aircraft for this mission. If our sample wing also included B-52s and EF-111s, as note 4 in figure 4.7 suggests, were now talking about tasking at least seven wings. The composite wing thus simplifies the process of issuing mission orders.
- Is it possible for a variety of different aircraft to operate effectively as one wing? Of course it's possible. We have two examples that clearly demonstrate this. The first example comes from the US Navy. The aircraft on an aircraft carrier operate as a composite wing. This carrier wing consists of fighters, bombers, multi-role aircraft, tankers, electronic support aircraft, early warning aircraft, anti-submarine aircraft, and helicopters. In other words, one aircraft carrier has

on board all the aircraft it needs to perform its mission. For our second example, we can look at Incirlik AB, Turkey, during Operation DESERT STORM. Incirlik AB's 7440 Combat Wing operated a mix of air superiority aircraft, ground support aircraft, electronic warfare aircraft, and early warning/command and control aircraft. While all these aircraft came from different wings originally, they were all bedded down at one base, under one commander. This composite wing went on to show that a mix of aircraft can operate together at one base, as a single wing, and successfully carry out its wartime missions.

- To summarize, the composite wing consists of a mix of several aircraft types, all placed under a single commander and assigned to a single wing.
- The exact mix of aircraft will vary from wing to wing, depending on the exact mission. Assigned aircraft could include fighters, bombers, tankers, close air support aircraft, interdiction aircraft, electronic support aircraft, and early warning aircraft. When it's time to deploy, one wing as a whole can be selected and sent to the trouble spot without having to draw on the assets of other wings.
- All this provides the composite wing with two advantages. First, by having to only task one wing, command and control is greatly simplified. The other advantage is found in the statement "train like you fight." Rather than train each aspect of the mission separately and then bring them together shortly before the mission, the composite wing trains together continuously, from the beginning of its mission to the end of its mission. In other words, the second advantage of the composite wing is its ability to bring different aircraft types together to jointly plan and train to perform its wartime mission. Together, these two advantages enhance the overall mission effectiveness of the composite wing.
- The Air Force continues to undergo change. The primary purpose for these changes is to keep the USAF number one. With changes rapidly occurring around the world and at home, the Department of the Air Force must literally strive to achieve the biggest bang for its buck. As future Air Force officers, you should stay abreast of continuing and future changes. Doing so will enhance your effectiveness as an Air Force officer and allow you to contribute to maintaining the Department of the Air Force (and the US Air Force) as the number one Air Force in the world.

ROBERT C. MEAD, Colonel, USAF
Director of Recruiting Service

GLOSSARY OF REFERENCES, ABBREVIATIONS, AND ACRONYMS

References

AFPD 36-20, *Accession of Air Force Military Personnel*

AFI 44-119, *Medical Service Clinical Quality Management*

NOTE: The mark of a true professional is the desire to know all one can about your profession. This is especially true of the Air Force officer. Throughout your career, you will be encouraged to read as much as you can about the profession of arms, and you will have to do so to keep pace with your peers. As a starting point, we suggest you read some of the books and articles found below. These publications will give you a good foundation, especially an historical one, and you should be able to find them at your local bookstore or library.

Suggested Reading

Copp, DeWitt S. *A Few Good Captains*. Garden City, NY: Doubleday and Co., Inc., 1980. A story of the formation of the most powerful striking force in the world, and of four men who led the way: H. H. Hap Arnold, Frank M. Andrews, Carl Spaatz, and Ira C. Eaker.

Meilinger, Phillip S. *10 Propositions Regarding Air Power*. Washington DC: Air Force History and Museums Program, 1995. Short and concise description of the principles of air power. Captures the essence of air power and the capabilities of an air force.

Stokesbury, James L. *A Short History of Air Power*. New York: William Morrow, 1986. A primer on the military's use of aviation. The story of men and machines, strategy and tactics, and patterns of aerial combat from the days of the Red Baron to smart bombs in Southeast Asia, and the role of military air in the Falklands.

Phillips, Donald. *Lincoln on Leadership*. New York: Warner Books, 1992. Examines Abraham Lincoln's diverse leadership abilities and describes how they can be applied to today's complex world.

Sherwood, John Darrell. *Officers in Flight Suits*. New York: New York University Press, 1996. The story of American Air Force fighter pilots in the Korean War. A description of the fighter pilot culture, and how the culture affected their performance and attitudes.

Perret, Geoffrey. *Winged Victory: The Army Air Forces in World War II*. New York: Random House, 1993. An account of the United States Army Air Force (USAAF) development, from its earliest days in 1918 to its full maturity by the end of World War II.

Broughton, Jack. *Thud Ridge*. Philadelphia: J. B. Lippincott, 1996. A description of the air war over North Vietnam, fighter operations in combat and the mismanagement of the war against North Vietnam. Story highlights the activities of the F-105 aircraft and the men who flew it.

Reynolds, Richard T. *Heart of the Storm*. Maxwell AFB, Alabama: Air University Press, 1995. A controversial look at the Desert Storm air campaign and the sequence of events through which a handful of air power advocates in the Pentagon planned the Persian Gulf War.

Moore, Harold G. (Lt Gen US Army, retired). *We Were Soldiers Once...and Young*. New York: Random House, 1992. The history of the savage battle in the Ia Drang Valley of the Central Highlands of Vietnam, which took place in November, 1965. A powerful account of US small-unit combat.

Fehrenbach, T. R. *This Kind of War*. Washington: Brassey's Inc., 1963. A study of the Korean War. A collection of accounts of the actions of units, large and small, and the incidents that directly influenced the progress or outcomes of the conflict.

Hudson, James J. *Hostile Skies*. Syracuse: Syracuse University Press, 1968. The story of the American Air Service in World War I. Details the battle experiences of the men who made up the service squadrons at the front. Also addresses the problems confronting the infant US air arm, its training, and organization.

Wolfe, Tom. *The Right Stuff*. New York: Bantam Books, 1979. Insight into the special qualities and courage of test pilots and the Mercury astronauts. Attempts to answer the question, "Why is a person willing to sit up on top of a rocket and wait for someone to light the fuse?"

Sun Tzu. *The Art of War*. New York: Oxford University Press, 1971. This short military treatise written in the 6th century B.C. lays down a set of basic military principles dealing with strategy, tactics, communications, supplies, etc. The basic nature of Sun Tzu's tenets gives them a lasting relevance.

Abbreviations and Acronyms

AFIT	Air Force Institute of Technology
AFOATS	Air Force Officer Accession and Training Schools
AFOOC	Air Force Officer Orientation Course
AFOQT	Air Force Officer Qualifying Test
AFPC	Air Force Personnel Center
ANG	Air National Guard
ATM	automatic teller machine
BAQ	basic allowance for quarters
BAS	basic allowance for subsistence

BDU	battle dress uniform
BOT	basic officer training
CHAMPUS	Civilian Health and Medical Program of the Uniformed Services
COT	commissioned officer training
CQ	charge of quarters
CS	communication skill
CSAF	Chief of Staff of the Air Force
DD/EFT	direct deposit/electronic funds transfer
DRU	direct reporting unit
DS	defense study
DSN	defense switched network
EMR	early morning run
EPSQ	electronic personnel security questionnaire
ESO	education services office
Flt	flight
FOA	field operating agency
Gp	group
HPOIC	health professions officer indoctrination course
HPSP	Health Professions Scholarship Program
HQ	headquarters
ID	identification
JCS	Joint Chiefs of Staff
LES	leave and earnings statement
LS	leadership study
MAJCOM	major command
MPF	military personnel flight
MRIC	medical readiness indoctrination course
MTA	military training and application
NAF	Numbered Air Force
OT	officer trainee
OTS	Officer Training School
PC	physical conditioning
PFT	physical fitness test
PK	professional knowledge
RIP	report on individual personnel
ROTC	Reserve Officer Training Corps
SrA	senior airman
SSgt	staff sergeant
Sq	squadron
UCDPP	Uniform Clothing Deferred Payment Plan
WG	wing

FORMAT--DO NOT REPRODUCE**REEMPLOYMENT RIGHTS INFORMATION FOR APPLICANT FOR ENLISTMENT**

Chapter 43 of Part III to Title 38, U.S. Code, provides a reemployment rights program for men and women who leave jobs with private employers, the federal government, or a state or local government for the purpose of entering the armed forces. To be entitled to reemployment rights, a veteran may serve for not more than 4 years (plus a 1-year extension for convenience of the government); satisfactorily complete the period of active duty; be qualified to perform the duties of the former position; and make timely application for reemployment after completion of service. The Department of Labor, through its office of Veterans Reemployment Rights, is responsible for providing information about the rights you have and any assistance you need in connection with exercising them. The Air Force is cooperating to bring this important matter to your attention, but there are certain conditions you must meet. If you are found not qualified for enlistment, your reemployment rights may be impaired if you have not requested a leave of absence from your employer. Consequently, as a precautionary measure, all persons interested in protecting their reemployment rights should request a leave of absence from their employer before missing work to seek entry into the Air Force.

If you have notified your employer of your intention to enter the armed forces, nothing further needs to be done. If you have not, you are strongly urged to do so. The following is a suggested format for requesting a leave of absence:

REQUEST FOR LEAVE OF ABSENCE

(date)





















TO: (Name of Employer)

Pursuant to Section 9(g)(4) of the Universal Military Training and Service Act, as amended, I hereby request a leave of absence for the purpose of being processed for entry into the armed forces of the United States.

















(Sign Here)

NOTE TO EMPLOYER: Information concerning the eligibility requirements or the rights to be accorded under the reemployment statutes is available upon request from the Office of Veterans Reemployment Rights, US Department of Labor, Washington DC 20210.

AIR FORCE OFFICER GRADE INSIGNIA

 GOLD	SECOND LIEUTENANT	 GOLD
 SILVER	FIRST LIEUTENANT	 SILVER
	CAPTAIN	
 GOLD	MAJOR	 GOLD
 SILVER	LIEUTENANT COLONEL	 SILVER
	COLONEL	
	BRIGADIER GENERAL	
	MAJOR GENERAL	
	LIEUTENANT GENERAL	
	GENERAL	

AIR FORCE ENLISTED GRADE INSIGNIA

	AIRMAN BASIC	
	AIRMAN	
	AIRMAN FIRST CLASS	
	SENIOR AIRMAN	
	STAFF SERGEANT	
	TECHNICAL SERGEANT	
	MASTER SERGEANT	
	SENIOR MASTER SERGEANT	
	CHIEF MASTER SERGEANT	

UNIFORM ITEMS

The following is a list of mandatory and optional (as indicated) items. **Do not purchase these items until you arrive at OTS.** Prior service members may purchase these items before arrival. However, no rank or patches should be affixed to the uniform. Old uniforms with faded spots or stitching marks are unacceptable.

Mandatory Items for All OTS Trainees

Service dress jacket	1	Brown undershirts	2
Lightweight blue jacket	1	Black dress socks	4 pr
Blue slacks (1 wool blend required)	2	Black boot socks	3 pr
Short sleeve blue shirt	3	Belt w/black clip	1
Long sleeve blue shirt	1	Belt w/silver clip	1
BDU pants	2	Silver belt buckle	1
BDU shirts	2	Black belt buckle	1
Name tapes (for BDUs)	2	Blue name tag	2
Combat boots	1 pr	Black gloves (1 Oct - 30 Apr)	1 pr
Blousing straps	1 set	Towel (40" x 50" (troop towel)	2
Officer flight cap	1	Washcloth	2
Low quarter shoes	1 pr	PC sweatpant (Oct - Mar)	1 pr
Mess dress	1	PC sweatshirt (Oct - Mar)	1
PC shorts	2 pr	White gloves	1 pr
PC shirts	2	White socks	4 pr
PC cap (w/squadron emblem)	1	Eyeglass strap (if you wear glasses)	1
Running shoes	1 pr	Black watch cap (1 Oct - 30 Apr)	1

Mandatory Items for Male Trainees

Air Force necktie	2
Athletic supporter	1
Tie bar	1
White V-neck undershirts	3
Undershorts	3

Mandatory Items for Female Trainees

Bras	2
Panties	4 pr
Pantyhose/nylons	2 pr
Tie tabs	2
Pumps	1 pr
Blue skirt	1

Optional Items. The following items are optional. There is no requirement to purchase these items; however, many students believe they add to their comfort while here. If in doubt, we suggest you wait until arrival to determine if you wish to purchase them.

Court shoes	Folders, notebook paper, ruler, subject dividers
Shower shoes	Pencils, highlighters, black pens, paper clips
Pajamas	Stapler, scotch and masking tape
Robe	Laundry detergent
Handkerchief	Cleaning supplies
3x5 cards	Lint rollers
Alarm clock/radio	Sewing kit
Computer/printer and related supplies	Black and white laundry markers
Scissors	Safety pins

HEIGHT AND WEIGHT CHART

Height Inches	Men Maximum	Women Maximum
58	149	132
59	151	134
60	153	136
61	155	138
62	158	141
63	160	142
64	164	146
65	169	150
66	174	155
67	179	159
68	184	164
69	189	168
70	194	173
71	199	177
72	205	182
73	211	188
74	218	194
75	224	199
76	230	205
77	236	210
78	242	215
79	248	221
80	254	226

MALE PFT CONVERSION CHART

PULLUPS		LONG JUMP		PUSH UPS		SIT UPS		600-YD RUN	
RAW	STD	RAW	STD	RAW	STD	RAW	STD	RAW	STD
SCORE	SCORE	SCORE	SCORE	SCORE	SCORE	SCORE	SCORE	SCORE	SCORE
19	100	104"	100	70	100	88	100	95	100
18	99	103"	97	69	96	87	94	96	97
17	94	102"	93	68	93	86	92	97	94
16	89	101"	90	67	92	85	91	98	91
15	83	100"	86	66	91	84	89	99	88
14	78	99"	83	65	88	83	87	100	85
13	73	98"	80	64	86	82	86	101	82
12	67	97"	76	63	84	81	84	102	79
11	62	96"	73	62	83	80	83	103	76
10	57	95"	69	61	81	79	81	104	73
9	51	97"	66	60	79	78	79	105	70
8	46	93"	63	59	77	77	78	106	67
7	41	92"	59	58	75	76	76	107	64
6	36	91"	56	57	74	75	75	108	61
5	30	90"	52	56	72	74	73	109	58
*4	25	89"	49	55	70	73	71	110	55
3	20	88"	45	54	68	72	70	111	52
2	14	87"	41	53	66	71	68	112	49
1	9	86"	37	52	65	70	67	113	46
		85"	33	51	63	69	65	114	43
		84"	29	50	61	68	63	115	40
		*83"	25	49	59	67	62	116	37
		82"	21	48	57	66	60	117	34
		81"	19	47	56	65	59	118	31
		80"	17	46	54	64	57	119	29
		79"	15	45	52	63	55	*120	27
		78"	13	44	50	62	54	121	25
		77"	11	43	48	61	52	122	22
		76"	9	42	47	60	51	123	19
		75"	7	41	45	59	49	124	16
		74"	5	40	43	58	47	125	13
		73"	2	39	41	57	46	126	10
				38	39	56	44	127	8
				37	38	55	43	128	6
				36	36	54	41	129	4
				35	34	53	39	130	2
				34	32	52	38		
				33	30	51	36		
				32	29	50	35		
				31	27	49	33		
				*30	25	48	31		
				29	23	47	30		
				28	21	46	28		
				27	18	45	27		
				26	16	*44	25		
				25	14	43	23		
				24	12	42	21		
				23	10	41	19		
				22	7	40	17		
				21	5	39	15		
				20	3	38	13		
						37	11		
						36	9		
								7	
						34	5		
						33	3		

* Indicates minimum requirements

NOTE: To successfully complete the PFT, you must achieve a minimum score in each exercise and at least 180 points overall.

FEMALE PFT CONVERSION CHART

FLEX ARM HANG		LONG JUMP		PUSH UPS		SIT UPS		600-YD RUN	
RAW	STD	RAW	STD	RAW	STD	RAW	STD	RAW	STD
SCORE	SCORE	SCORE	SCORE	SCORE	SCORE	SCORE	SCORE	SCORE	SCORE
42	100	84"	100	37	100	79	100	113	100
41	97	83"	96	36	97	78	98	114	97
40	94	82"	92	35	94	77	96	115	94
39	91	81"	88	34	91	76	94	116	91
38	88	80"	85	33	88	75	92	117	88
37	85	79"	82	32	85	74	90	118	85
36	82	78"	79	31	82	73	88	119	82
35	79	77"	76	30	79	72	86	120	79
34	76	76"	73	29	76	71	84	121	77
33	73	75"	70	28	73	70	82	122	75
32	71	74"	67	27	70	69	80	123	73
31	69	73"	64	26	67	68	78	124	71
30	67	72"	61	25	64	67	76	125	69
29	65	71"	58	24	61	66	74	126	67
28	63	70"	55	23	58	65	72	127	65
27	61	69"	52	22	55	64	70	128	63
26	59	68"	49	21	52	63	68	129	61
25	57	67"	46	20	49	62	66	130	59
24	55	66"	43	19	46	61	64	131	57
23	53	65"	40	18	43	60	62	132	55
22	51	64"	37	17	41	59	60	133	53
21	49	63"	34	16	39	58	58	134	51
20	47	62"	31	15	37	57	56	135	49
19	45	61"	28	14	35	56	54	136	47
18	43	*60"	25	13	33	55	52	137	45
17	41	59"	21	12	31	54	50	138	43
16	39	58"	17	11	29	53	48	139	41
15	37	57"	13	10	27	52	46	140	39
14	35	56"	9	*9	25	51	44	141	37
13	33	55"	5	8	23	50	42	142	35
12	31	54"	2	7	20	49	40	143	33
11	29			6	18	48	38	144	31
10	27			5	15	47	36	145	29
*9	25			4	12	46	34	146	27
8	23			3	9	45	32	*147	25
7	20			2	6	44	30	148	23
6	18			1	3	43	28	149	21
5	15					42	26	150	19
4	12					*41	25	151	17
3	9					40	21	152	15
2	6					39	18	153	13
1	3					38	15	154	11
						37	12	155	9
							9	156	7
						35	6	157	5
						34	3	158	3

* Indicates minimum requirements

NOTES:

1. To successfully complete the PFT, you must achieve a minimum score in each exercise and at least 180 points overall.
2. Flex arm hang raw score refers to seconds (time) one is able to keep her chin above the bar.